SYLLABUS

FOR

BACHELOR OF

BUSINESS ADMINISTRATION

(NORTH EASTERN HILL UNIVERSITY)

Structure of the Programme:

There will be a total of six semesters in the programme spread over three years. The course structure shall be as follows:

Honours: Eight papers (of 100 marks each)	800
English for Business Purpose (of 100 marks)	100
Environmental Studies (of 100 marks)	100
Other Compulsory Papers (of 100 marks each)	800
Total	1800

There shall be three specialization groups –Financial Management, Human Resources Management and Marketing Management comprising of three papers each. A student has to opt any one of the three specialization groups.

Following are the papers of the BBA course:

COMPULSORY PAPERS (10 PAPERS)	HONOURS PAPERS (8 PAPERS)
BBA C 101: ENGLISH FOR BUSINESS PURPOSE BBA C 102: QUANTITATIVE ANALYSIS BBA C 103: BUSINESS MANAGEMENT AND ORGANISATIONAL BEHAVIOUR BBA C 201: PRINCIPLES OF ECONOMICS BBA C 202: FINANCIAL ACCOUNTING BBA C 301: COST AND MANAGEMENT ACCOUNTING BBA C 302: PRODUCTION AND OPERATIONS MANAGEMENT BBA C 401: BUSINESS ENVIRONMENT BBA C 501: BUSINESS LAW COMMON PAPER: ENVIRONMENTAL STUDIES	BBA H 203: PRINCIPLES OF MARKETING BBA H 303: HUMAN RESOURCE MANAGEMENT BBA H 402: FINANCIAL MANAGEMENT BBA H 502: STRATEGIC MANAGEMENT BBA H 601: ENTREPRENEURSHIP AND PROJECT ANALYSIS SPECIALIZATION GROUPS 1. FINANCIAL MANAGEMENT GROUP BBA H 403 [FM]: RISK MANAGEMENT AND INSURANCE BBA H 503 [FM]: FINANCIAL SERVICES AND DERIVATIVES BBA H 602 [FM]: PROJECT PLANNING AND CONTROL 2. HUMAN RESOURCE MANAGEMENT GROUP BBA H 403 [HR]: HUMAN RESOURCE DEVELOPMENT BBA H 503 [HR]: COMPENSATION MANAGEMENT BBA H 602 [HR]: INDUSTRIAL RELATIONS AND LABOUR LAWS 3. MARKETING MANAGEMENT GROUP BBA H 403 [MM]: CONSUMER BEHAVIOUR AND MARKETING RESEARCH BBA H 503 [MM]: SALES AND ADVERTISING MANAGEMENT BBA H 602 [MM]: SERVICES MARKETING

The semester wise break-up of papers shall be as follows:

	Paper Code	Paper Name
SEMESTER I	BBA C 101	ENGLISH FOR BUSINESS PURPOSE
	BBA C 102	QUANTITATIVE ANALYSIS
	BBA C 103	BUSINESS MANAGEMENT AND ORGANISATIONAL BEHAVIOUR
SEMESTER II	BBA C 201	PRINCIPLES OF ECONOMICS
	BBA C 202	FINANCIAL ACCOUNTING
	BBA H 203	PRINCIPLES OF MARKETING
SEMESTER III	BBA C 301	COST AND MANAGEMENT ACCOUNTING
	BBA C 302	PRODUCTION AND OPERATIONS MANAGEMENT
	BBA H 303	HUMAN RESOURCE MANAGEMENT
SEMESTER IV	BBA C 401	BUSINESS ENVIRONMENT
	BBA H 402	FINANCIAL MANAGEMENT
	SPECIALIZATION PAPERS: (A student has to undergo any one from his/her opted specialization)	
	BBA H 403 [FM]	RISK MANAGEMENT AND INSURANCE
	BBA H 403 [HR]	HUMAN RESOURCE DEVELOPMENT
	BBA H 403 [MM]	CONSUMER BEHAVIOUR AND MARKETING RESEARCH
SEMESTER V	BBA C 501	BUSINESS LAW
	BBA H 502	STRATEGIC MANAGEMENT
	SPECIALIZATION PAPERS: (A student has to undergo any one from his/her opted specialization)	
	BBA H 503 [FM]	FINANCIAL SERVICES AND DERIVATIVES
	BBA H 503 [HR]	COMPENSATION MANAGEMENT
	BBA H 503 [MM]	SALES AND ADVERTISING MANAGEMENT
SEMESTER VI	BBA H 601	ENTREPRENEURSHIP AND PROJECT ANALYSIS
	COMMON PAPER	ENVIRONMENTAL STUDIES
	SPECIALIZATION PAPERS: (A student has to undergo any one from his/her opted specialization)	
	BBA H 602 [FM]	PROJECT PLANNING AND CONTROL
	BBA H 602 [HR]	INDUSTRIAL RELATIONS AND LABOUR LAWS
	BBA H 602 [MM]	SERVICES MARKETING

Course Features:

1. Each paper will consist of 5 units.
2. The marks in each paper will be divided between end semester examination and internal assessment in the ratio of 70:30, except paper "Entrepreneurship and Project Analysis" where 50 marks will be for end semester examination and 50 marks for project work.
3. The Internal Assessment will be based on the average of the best two of three tests (15 marks) and one assignment (15 marks).
4. The assignment for Internal Assessment will include minor projects, case studies, field visits, etc.
5. The semester examination shall be of 3 hours duration.
6. In addition to the conditionality for certification of completion of this UG course [as provided in the table below], the student is required to score at least 30% in the internal assessment and 30% in the end semester examination.

Conditionality for certification of completion of under graduate courses		
Course	Necessary conditions for successful completion of the course and certification	
Honours	• H.1 • H.2 • H.3	• The student passes in each and every compulsory paper. • The student passes in each and every elective paper. • The student secures an aggregate of at least 45% of marks in the Honours paper (opted by him/her]) taken together (not necessarily in each of the Honours papers). Further, it is clarified that for a student to obtain Honours it is necessary to pass [i.e. obtain at least 30% marks] in each of the compulsory, elective as well as Honours papers, but it is not necessary to secure 45% marks in each Honours paper. This percentage [i.e. 45%] will be computed at the end-semester.
Simple Pass	• HP.1 • HP.2 • HP.3	• The student passes in each and every compulsory paper. • The student passes in each and every elective paper. • The student secures in aggregate not less than 33% but less than 45% of marks in the Honours papers [chosen by him/her] taken together [not necessarily in each of the Honours papers]. Further it is clarified that for a student to obtain simple pass, it is necessary to pass [i.e. obtain at least 30% marks] in each of the compulsory as well as Honours papers. However, the student must secure not less than 33% but less than 45% marks in the Honours papers all taken together. These percentages [i.e. 33% and 45%] will be computed at the end-semester.
Fail	• F.1 • F.2	A student shall be declared to have 'failed' if he/she: • Fails to secure at least 30% marks in any of the compulsory, electives [1 or 2] or Elective Honours, OR • Fails to secure 33% marks in aggregate

7. Each paper shall have a minimum of 70 contact hours spread over the semester.

BBA C 101 : ENGLISH FOR BUSINESS PURPOSE

Objectives : Literature of any nation and genre has always been considered to have a remarkable ability to transform and to refine human personality through the stories, thoughts, ideas and emotions that it embodies. The objectives of teaching this subject, therefore, are, firstly, to expose students to a selection of such works of art that will appeal to their heart as well as to their mind. The second objective is to equip students with strategies such as critical thinking, language and vocabulary learning skills, interpretative techniques and a range of communication skills that will serve them in good stead in the future, academically and professionally.

Unit I

Two short essays for analysis and appreciation. These essays should be taught with special emphasis on the teaching of certain styles of writing; formulation of arguments; presentation of thoughts, and techniques of persuasion.

1. The Instability of Human Glory: Daniel Defoe
2. You and Your Atomic Bomb: George Orwell

Unit II

Three short stories for linguistic and cultural study. These stories should be taught laying emphasis on teaching students how to learn new vocabulary, sentence structures, and narrative techniques; identify, interpret and understand cultural elements wherever they appear in the narrative.

1. Minds in Ferment: Anton Chekhov
2. Engine Trouble: R. K. Narayan
3. One Dollar's Worth: O'Henry

Unit III

Three short poems to be taught laying emphasis on learning how to read a poem correctly aloud, use of words, how images are created, how words and phrases are coined or adapted to reflect concepts and ideas and how the poets reflect the existential angst of his age.

1. I wandered Lonely as a Cloud: Wordsworth
2. Spring: Gerard Manley Hopkins
3. Fear No More: W. Shakespeare

Unit IV

Grammar: The following grammar points are to be taught focusing only on those areas which have been known to create confusion in usage in everyday speech as well as in academic writing and presentations. Since the scope of study at this level does not allow for in depth examinations of the mechanics of the English Language, the aim of teaching the following should be to help equip students with strategies and skills in using them correctly. Use of real life word usages and sentence structures is encouraged. It should also be kept in mind that students (of BBA) will consider appearing in various entrance exams where English also figures, the need to teach this section well cannot be stressed enough.

Tenses: emphasis on how not to mix tenses in academic writing
Parts of Speech: emphasis on often confused parts of speech

Subject-Verb agreement: emphasis on possible confusion in forming sentence structures Correction of errors in sentences

Confusing Word Pairs

Unit V

This unit focuses on the mechanics of Communication and the various skills that are required to communicate well in any given situation. With increasing emphasis on Soft Skills (Personality Development and Communication Skills) this unit becomes vital to the training and equipping of the students with the required skill sets in this area.

Process of communication, fundamentals of oral communication, barriers and gateways to communication, report writing, standard business letter format and cover letter for job application.

(Public speaking, e-correspondence, listening skills, resume development, non-verbal communication, interviews, group discussion, negotiation and conflict handling)**. ** Questions for the semester examination may not be set from these topics of Unit V, but these topics may be used for internal assessment.

Instructions to paper setter:

Unit No.	Question		Marks allocated
	To be set	To be answered	
I	2	1	15
II	2	1	15
III	2	1	15
IV	2	1	10
V	2	1	15

BBA C 102 : QUANTITATIVE ANALYSIS

Objective: The objective of this paper is to show how simple statistical methods can be applied to business situations so as to assist the manager in assessing the significance of the data available from external and internal sources and to develop in the students an ability to use mathematical and statistical methods to solve managerial problems. No theoretical study of either Statistics or Mathematics is intended.

Unit I:

- Nature and scope of statistics – uses of statistics to business and industrial activities. Statistical Data – primary and secondary data. Different methods of sampling, viz. random, stratified and purposive (applications are not to be included). Graphical representation of data – bar charts, pie diagram, line graphs. Tabulation of data – frequency distribution table. Graphical representation of frequency distribution – the histogram, frequency polygon. Cumulative frequency distribution and the Ogive. Measures of Central Tendency – mean, median, mode and their applications in business.
- Dispersion – purpose of measuring dispersion, measures of dispersion – range, quartile deviation, mean deviation, standard deviation, coefficient of variation, uses of dispersion.

Unit II:

- Correlation – Scatter Diagram, Types of Correlation, Karl Pearson's coefficient of correlation.
- Regression – Linear regression, Regression equation, Regression co-efficient
- Index Numbers – meaning and uses of index numbers in business. (The different types of index numbers and their methods of construction are not to be included)
- Time Series – Definition of a time series, the four components of a time series, estimation of the trend by the method of moving averages (estimation of seasonal variation and other components are not to be included)

Unit III:

- Set theory: Permutations and Combinations.
- Probability – Classical Definition of Probability, Theorem of Total Probability, Addition Theorem of Probability, Multiplication Theorem of Probability, Conditional Probability, Independent Events.

Unit IV:

- Matrices and determinants: Definition and Notation, (Row, column, square, null, unit matrices), Addition of matrices, Multiplication of matrices, (Upper Triangular, Lower Triangular, Diagonal and Scalar matrices), Transpose of a matrix, Symmetric and Skew symmetric matrices. Determinant of a square matrix, Solution of a system of non-homogeneous linear equations by Cramer's Rule, Adjoint of a square matrix, Invertible matrices, Existence of the inverse of a square matrix, singular and non-singular matrices, inverse of non-singular matrices, Use of the inverse of a matrix to find the solution of a system of linear equations.

Unit V:

- Idea of functions and their limits, Fundamental limit theorems, the derivative of a function, Fundamental Theorems on differentiation(sum rule, product rule, quotient rule), Derivative of a function of a function; Logarithmic differentiation; Differentiation of parametric functions and implicit functions (Trigonometrical functions are excluded); Second order differentiation; Extreme values of a function; Simple applications of these concepts to problems in maxima and minima relating to finding minimum cost, maximum profit, etc.

Instructions to paper setter:

Unit No.	Question		Marks allocated
	To be set	To be answered	
I	2	1	14
II	2	1	14
III	2	1	14
IV	2	1	14
V	2	1	14

Books recommended:

1. SC Gupta & VK Kapoor , Fundamentals of Mathematical Statistics (S. Chand & Sons, New Delhi)
2. SC Gupta & VK Kapoor, Fundamentals of Applied Statistics (S Chand & Sons, New Delhi)
3. Padmalochan Hazarika, Business Mathematics (S Chand & Company Ltd, New Delhi)
4. Zamooruddin, Khanna, Dhambri, Business Mathematics (Vikas Publishing House, New Delhi)
5. Srivastava P, Shenoy R, Sharma K, Quantitative Technique (Wiley Eastern Ltd, New Delhi)
6. Mehta BC and Madnani GMK, Mathematics for Economists (S Chand and Sons, New Delhi)

BBA C 103 : BUSINESS MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR

Objective: This course will provide a broad overview of Management and Organizational behavior (OB). The goals of this paper are threefold: to understand the various content areas (e.g., managerial functions, individual behaviour like attitudes, personality, leadership, Group and team dynamics) in the OB field, to advance oral competencies through professional presentations and intra-class discussion/debate, and to strengthen written competencies by offering feedback and revision opportunities on written assignments (e.g., 7-page paper). While understanding OB content is important for a class of this nature, the improvement of oral and written competencies can be employed in a variety of arenas. Time management represents a secondary objective.

Case method is to be introduced. However, detailed techniques or their applications are not to be emphasized.

Unit I:

Introduction: The nature of management, Approaches to management, Levels of Management and its functions

Planning: Meaning and Nature of Planning, Types of Plans, steps in planning, Management By Objectives (MBO), The process of MBO, strengths and weaknesses of MBO; Decision making, The Nature and Pervasiveness of Managerial Decision Making, The importance and limitations of rational decision making, types of Decisions.

Organizing: Formal and informal organizations, span of management, factors determining an effective span, Basic types of Departmentation, Matrix organization, Strategic Business Units, Line and Staff concepts, Delegation of Authority and Decentralization

Unit II:

Staffing: Meaning and Nature of Staffing, Recruitment, Selection, Training.

Controlling: The basic control process, control as a feedback system, real-time information and control, feed-forward control, management across cultures.

Unit III:

The individual: Foundations of individual behaviour; perception; values, attitudes and job satisfaction; personality; learning, shaping behaviour, motivation theories – Maslow's theory, Herzberg, McGregor, contemporary theories – McClelland theory, ERG, Cognitive Evaluation theory, Equity theory of motivation.

Unit IV:

Group Dynamics and Teams: Groups at work: Understanding group dynamics, types of groups, stages in group development, group properties – roles, size, cohesiveness, norms, status; group decision making – strengths and weaknesses, techniques, groupthink, groupshift; characteristics of effective teams.

Unit V:

Leadership: Theories - trait, behavioural, contingency, charismatic, transactional vs. transformational; Trust in Leadership, Emotional Intelligence and Leadership Effectiveness.

Power and politics: Contrasting leadership and power; power in groups; power tactics; politics-power in action. Conflict and negotiation : Definition of conflict; the conflict process; conflict in intergroup relations; creating functional conflicts; bargaining strategies; role of personality traits on negotiation; third party negotiations; intergroup relations and factors affecting intergroup relations.

Instructions to paper setter:

Unit No.	Question		Marks allocated
	To be set	To be answered	
I	2	1	14
II	2	1	14
III	2	1	14
IV	2	1	14
V	2	1	14

Books recommended:

1. James A F Stoner, R Edward Freeman & Daniel R Gilbert, Management, Prentice Hall India
2. Stephen P Robbins , Organizational Behaviour, Prentice Hall India

Other references:

1. Harold Koontz & Heinz Weihrich, Essentials of Management, Tata-McGraw Hill
2. Luthans Fred, Organisational Behaviour, McGraw Hill international, 10th edition or later
3. Stephen P. Robbins and Mary Coulter, Management, Prentice Hall India
4. Nelson Debra L, Campbell James, Khandelwal Preetam, ORGB, Cengage Learning, 2011
5. Laune J. Mullins, Management and Organisational Behaviour, Pearson Education

BBA C 201 : PRINCIPLES OF ECONOMICS

Objective: The objectives of this paper is to introduce the student to the principles of economics which will aid them in the decision making process at the organizational level.

Unit I: INTRODUCTION AND BASIC CONCEPTS:

Important economic terms and concepts – goods, utility, value, price, wealth, equilibrium, income. Firm and industry, fundamental problems of an economy – what to produce, how to produce, for whom to produce.

Definition, nature and scope of managerial economics, significance of managerial economics for managers, future challenges for managers in the new economic setup.

Alternative objectives of business firms, Importance of Profit making objective

Unit II: DEMAND AND SUPPLY ANALYSIS

Demand concept, demand schedules and demand curves

Price elasticity, concept and measurement of price elasticity, Income elasticity and cross elasticity - meaning only

Consumer equilibrium under Indifference Curve Analysis and Revealed Preference Theory

Demand forecasting – meaning, need, prerequisites of a good forecast, types of demand forecasting, techniques of demand forecasting – consumer survey method and trend projection

Supply concept, supply schedules and supply curves

Unit III: PRODUCTION, COST & REVENUE ANALYSIS

Production function – short run production function – Law of variable proportion, long run production function – Law of Returns to Scale: brief concepts only

Basic Cost concepts, short run and long run cost concepts, reasons for U-shaped short run and long run average cost curves, relationship between Average Cost and Marginal Cost curve

Revenue concepts, relationship between Average Revenue and Marginal Revenue under perfect and imperfect competition.

Unit IV: PRODUCT PRICING

Firm equilibrium, general conditions for a firm's equilibrium

Price and output fixation in the short run and long run under perfect competition Price and output determination under monopoly

Price and output determination under monopolistic competition for individual firm and group of firms Oligopoly – interdependence of firms, indeterminateness of the demand curve, collusive oligopoly – cartels and price leadership: brief concepts only

Unit V: FACTOR PRICING

Distinction between personal distribution and functional distribution, distinction between micro and macro view of distribution, Marginal Productivity theory of distribution

Meaning of rent, distinction between contractual and economic rent, distinction between differential rent and scarcity rent [theories of rent are excluded]

Distinction between gross interest and net interest, liquidity preference theory of interest

Wages, distinction between money wage and real wage, wage determination in imperfect competition Profit – distinction between gross profit and net profit, risk and uncertainty bearing theory of profit

Instructions to paper setter:

Unit No.	Question		Marks allocated
	To be set	To be answered	
I	2	1	14
II	2	1	14
III	2	1	14
IV	2	1	14
V	2	1	14

Books recommended:

1. Managerial Economics, D N Dwivedi, Vikas Publishing, New Delhi, latest edition
2. Managerial Economics, Paul Keat & Philip Young, Pearson, 2008 or later edition
3. Managerial Economics, Y Maheshwari, Prentice Hall India, latest edition
4. Business Economics, Chopra, P.N., Kalyani Publishers, latest edition
5. Business Economics, Adhikary, M., Excel Books, latest edition

BBA C 202 : FINANCIAL ACCOUNTING

Objective: The subject is intended as an introduction to accounting principles and procedures. It does not require a fully detailed treatment such as would be given in an accounting course. This paper is meant to enable the student to use and interpret all forms of accounts with knowledge of principles underlying the compilation of accounting statements and reports.

Unit I:

Accounting concepts and conventions (GAAP), double entry system of accounting, journal, ledger – posting, balancing, concept of Trial Balance. . Cash Book - nature and types - single column, double column and triple column cash book.

Preparation of Bank Reconciliation Statement.

Unit II:

Accounting for depreciation – numerical problems on straight line and diminishing balance method. Reserves and Provisions (theoretical concepts only). Capital and revenue expenditure.

Preparation of Trading Account, Profit and Loss account and Balance Sheet of sole proprietorship concerns with adjustments.

Unit III:

Company accounts : accounting for shares - issue, forfeiture and re-issue.

Accounts of non-trading concerns – Preparation of Income and Expenditure account (from Receipts and Payment account) and Balance Sheet.

Unit IV:

Analysis and interpretation of financial statements - meaning, objectives, tools - comparative financial statements, common measurement statements, trends percentage analysis and ratio analysis. Concepts of different items appearing in the company final accounts. Numerical problems only from ratio analysis and restricted to gross profit ratio, net profit ratio, operating ratio, stock turnover ratio, current ratio, quick ratio, proprietary ratio, return on capital employed and return on equity capital.

Unit V:

Financial statement analysis:

- Funds flow Analysis (preparation of statement of changes in working capital and fund flow statement)
- Cash flow Analysis (preparation of cash flow statement)

Instructions to paper setter:

Unit No.	Question		Marks allocated
	To be set	To be answered	
I	2	1	14
II	2	1	14
III	2	1	14
IV	2	1	14
V	2	1	14

Books recommended:

1. Jain S. P. and Narang K.L., Advanced Accountancy, Kalyani Publishers, Ludhiana

Other references:

1. Dr. Jawahar Lal, Accounting for Management, Himalaya Publishing House, 2002
2. Hanif and Mukherjee, Corporate Accounting, Tata McGraw Hill, New Delhi, 2006
3. Shukla & Grewal , Advanced Accounts,(S Chand, New Delhi)

4. Juneja, Mohan C, Chawla RC and Saxena KK, Double Entry Book Keeping, Kalyani Publishers, Calcutta.
5. Narayanswamy R, Financial Accounting : A Managerial perspective, Prentice Hall of India, New Delhi, 2005

BBA H 203 : PRINCIPLES OF MARKETING

Objective: To introduce students to the concepts and principles of marketing and its applications.

Unit I:

Introduction of Marketing: definition & functions of marketing:

Core concepts of marketing:- Need, want, desire, benefits, demand, value, exchange; Goods-services continuum, product, market; customer satisfaction, customer delight; Approaches to marketing:- production-product-selling-marketing-societal-relationship; concept of marketing myopia; selling vs. marketing; Holistic marketing orientation & customer value.

Consumer Behaviour:- concept, characteristics of consumer and organizational markets, 5 step Buyers decision process. Marketing Environment:- Analyzing needs and trends Macro Environment- political, economic, socio-cultural and technical environment- PEST analysis, concept of market potential & market share.

Market segmentation:- definition, needs & benefits, bases for segmentation for consumer goods, industrial goods & services, effective segmentation criteria; definition of Target Marketing, evaluating market segments, target market strategies- undifferentiated, differentiated, and concentrated.

Unit II:

Product : classification of products, product-mix decision, product line, product life cycle & marketing strategies at different levels of PLC, New product development process, Strategies used in branding, significance of packaging as a marketing tool, labeling.

Unit III:

Price:- pricing objectives, price determination, factors influencing pricing policy, general pricing methods, price adaptation strategies.

Unit IV:

Channels of distribution:- definition, functions, channel design decision, channel management decision, types of marketing channels (HMS, VMS and MMS), channel conflicts – types, causes and management of channel conflicts

Elements of the Promotion-mix, communication process, integrated marketing communication, steps in developing effective communication, sales promotion campaign

Unit V:

Preparation of a marketing plan, Porter's 5 forces model, competitive strategies for market leaders, challengers, followers and market nichers.

Instructions to paper setter:

Unit No.	Question		Marks allocated
	To be set	To be answered	
I	2	1	14
II	2	1	14
III	2	1	14
IV	2	1	14
V	2	1	14

Recommended Books:

1. Philip, Kotler and Keller Kevin Lane, "Marketing management" PHI, New Delhi.
2. Sarangi S.K. Marketing Management, Asian Books Pvt Ltd, New Delhi.

Other Readings:

1. Michael.J.Etzel, Bruce.J.Walker and W.J.Stanton, "Marketing" McGraw Hill, New York.
2. E.Jerome McCarthy,& William D. Perreault, "Basic Marketing" Richard D.Irwin.
3. Charles W. Lamb, Joseph F.Hair & Carl McDaniel, "Principles of Marketing" South Western Publishing, Ohio.
4. Pride, William M & D.C.Farrel, "Marketing" , Houghton-Mifflin, Boston.
5. Majaro Simon," The Essence Of Marketing", PHI, New Delhi.
6. William G. Zikmund & Michael D'Amico, "Marketing; Craeting and Keeping "Customers in an E-Commerce World" , Thomson Learning.
7. T.N.Chabra, and S.K.Grover, " Marketing management" Dhanpat Rai & Company.

BBA C 301 : COST AND MANAGEMENT ACCOUNTING

Objective: This paper helps expose the students to the basic concepts and tools used in cost accounting.

Unit I: Basic Cost Concepts:

Cost concepts and classification, objectives of Cost Accounting, Cost Accounting versus Management Accounting, Cost Accounting versus Financial Accounting, Preparation of Cost Sheet.

Unit II: Elements of Cost:

Techniques of material control – level setting (re-order level, minimum level, maximum level, danger level, and average stock level), economic order quantity, ABC analysis; Methods of valuing material issues.

Accounting for labour –Methods of remuneration, Labour turnover (cost, causes, effects, methods)
Accounting for overheads –classification, allocation, apportionment and absorption of overhead (with numerical problems)

Unit III: Methods of costing:

Unit costing, Job costing, Contract costing, Process costing, Activity based costing

Unit IV: Cost Analysis for Managerial Decision:

Marginal costing – concept of marginal costing, difference of marginal costing and absorption costing, application of marginal costing, CVP and break even analysis, break even chart, profit chart, break-even point, margin of safety, key factor, angle of incidence.

Types of choice decisions – make or buy, accept or reject, product mix, shut down or continue, repair or replace.

Unit V: Cost Analysis for Control

Standard Costing and variance analysis – material variance, labour variance

Budget and Budgetary control – meaning and types (theoretical concepts), numerical problems on cash budget and flexible budget.

Instructions to paper setter:

Unit No.	Question		Marks allocated
	To be set	To be answered	
I	2	1	14
II	2	1	14
III	2	1	14
IV	2	1	14
V	2	1	14

Recommended books:

1. S.P.Jain and K.L.Narang, Cost Accounting – principles and practice, Kalyani Publishers, New Delhi
2. Sharma and Gupta, Management Accounting, Kalyani Publishers, New Delhi, 2005
3. Lal Jawahar, Managerial Accounting, Tata McGraw Hill, New Delhi, 2006
4. Lal Jawahar, Cost Accounting, 3rd ed.Tata McGraw Hill, New Delhi
5. Saxena and Vashist, Advanced Cost and Management Accounting, S Chand and Sons, New Delhi, 2004
6. Horngreen C T, Introduction to Management Accounting, Prentice Hall of India, New Delhi, 2005
7. Atkinson and Kaplan, Advanced Management Accounting, Prentice Hall of India, New Delhi, 2005

BBA C 302: PRODUCTION AND OPERATIONS MANAGEMENT

Objective:

Production/operations management involves the integration of numerous activities and processes to produce products and services in a highly competitive global environment. Many companies have experienced a decline in the business as a result of their inability to compete on the basis of product design, cost or quality. Therefore, high performance in Production and operations, i.e., in product design, manufacturing, engineering and distribution, is essential in order to compete and survive in the long run. This paper considers the operations from a managerial perspective.

It is vital for business students to have a basic understanding of how the operations department functions and the interface between the operations department and the other departments of a business. In addition, many of the tools and techniques used to manage a business' operation are also applicable for use in the management of the day-to-day operations of any department. For these very reasons this paper has been designed to achieve the following objectives:

a) To acquaint students with Production and operations terminology and concepts.
b) To teach students how to analyze and understand situations from an operations perspective.
c) To familiarize students with different tools and techniques available to managers for directing the day-to-day operations of a business firm.
d) To assist students in understanding how the different functional areas interact and how that interaction ultimately affects the performance of the business.

Unit I:

Production and Operations function and its relations to other management functions of an organization. Types of Production system: Flow shop, Job shop, Batch manufacturing, the project.

Plant Layout: Basic principles, Classification of Layouts, Merits and Demerits
Location of Facility: Concepts and Factors influencing Location decision

Purchasing Management: Aspects of purchasing management; Functions; Objectives; Value Analysis and Engineering (Steps); Development of Vendors

Unit II:

Inventory Management: Functions of inventory; Relevant costs; Costs trade-off; Economic order Quantity (EOQ); Inventory model with purchase discounts; Q system; P system.

Materials Requirement Planning (MRP): MRP concepts; MRP calculations
Selective management Control: ABC and VED classification of materials

Spare Parts Management: Characteristics of spares; classification of spares Codification, basis for codification, characteristics of a good coding system, standardization and its advantages.

Unit III:

Production planning and control: Types of decisions- Strategic, tactical and
Operational. Aggregate planning: Nature; Strategies; Assembly Line Balancing

Scheduling: Flow Shop and Job Shop Scheduling; Shop loading methods; Johnson's rule, Extension of Johnson's rule to 3 machines with n number of jobs, Priority dispatching rules, Line of Balance (LOB); Application areas of LOB, Steps of LOB.

Unit IV:
Supply Chain Management: Introduction, Principles of Supply Chain Management.

Logistics Management: Major Job decisions, Transportation Problem; Vogel's Approximation method, North West Corner rule

Linear Programming (LP): Formulation of an LP problem; Solution to an LP problem using graphical method (with 2 decision variables subject to 2 constraints)

Unit V:

Quality Management: What is Quality? Classification of Quality Control methods- Control charts and Acceptance Sampling (Basic Concepts); New Quality concepts- Total Quality Management (TQM), Scope of TQM, Benefits of TQM; Six Sigma- Salient features and Benefits of Six Sigma, Kaizen, Quality circles, Just-In-Time (JIT) manufacturing: Introduction, Overview of JIT, basic principles, Kanban Production information system.
Work study: Method Study, Ergonomics; Time study, Work sampling

Instructions to paper setter:

Unit No.	Question		Marks allocated
	To be set	To be answered	
I	2	1	14
II	2	1	14
III	2	1	14
IV	2	1	14
V	2	1	14

Book/s recommended:

1. S N Chary, Production and Operations Management, Tata McGraw Hill

Other references:

1. R. Panneerselvam, Production and Operations Management, Prentice-Hall India
2. Everette E Adam, Jr. & Ronald J Ebert, Production and Operations Management, Prentice-Hall India
3. Elwood S Buffa, Modern Production/Operations Management, Wiley Eastern Limited

4. Elwood Buffs, Production Management
5. Franklin G Moore, Manufacturing Management, Richard Irwin
6. Lundy, Effective Industrial Management, Eurasia
7. Goel, Production Management
8. Gopala Krishna, Integrated Materials Management, Tata McGraw Hill
9. Ammer, Materials Management, Taraporevala

BBA H 303 : HUMAN RESOURCE MANAGEMENT

Objective: To provide a general understanding to the nature, concepts, principles and practices in human resource management.

Unit I:

HRM: Definition, Need and Importance, Functions and Objectives, Development and Evolution of HRM concept, Functions of HR manager, HRM Vs HRD, HR plans, policies and procedures.

Unit II:

Manpower planning, Manager Inventory Chart

Job analysis, job description & job specification: Definition, methods and components. Recruitment- concept and sources,

Selection- Selection process, Types of interview, Types of tests (Intelligence, aptitude, Personality and interests; Biases and errors), Induction and Placement.

Unit III:

Training and Development: Concept and Importance of Training; Types of Training; Methods of Training; Design of Training Programme; Evaluation of Training Effectiveness; Executive

Development – Process and Techniques; Career Planning and Development; Job rotation, job enlargement, job enrichment, Transfers and Promotion.

Unit IV:

Performance appraisal:- Objectives, Performance appraisal system: Process, Methods and their merits and demerits, Rating Errors.

Job evaluation (concepts), Wage and salary administration: Principles and Objectives; Factors influencing wages and salary administration, Methods of wage payments and incentive plans (theory), monetary and non-monetary incentives and fringe benefits.

Unit V:

HRM Issues and challenges: Retrenchment and retirement, Ethics and workplace diversity, Mergers and acquisition, downsizing and rightsizing, Outsourcing, Layoff, employee health & safety, employee welfare,

grievance handling and redressal, employee empowerment; human resource audit; total quality management; HR Information systems, expanding to global markets; Growing relevance of HR in the age of globalization.

Instructions to paper setter:

Unit No.	Question		Marks allocated
	To be set	To be answered	
I	2	1	14
II	2	1	14
III	2	1	14
IV	2	1	14
V	2	1	14

Recommended Books:

1. P. Subba Rao, Essential s of Human Resource Management and Industrial Relations, Himalaya Publishing House.
2. Durai, Praveen, (2010), Human Resource Management, Pearson Education.
3. Aswathappa K, Human Resource Management, Tata McGraw Hill Publishing.
4. Mamoria & Gankar, A Textbook of Human Resource Management, Himalaya Publisher.
5. Pattanayak, Human Resource Management, PHI, 2007.
6. Flippo, Edwin B, Personnel Management, McGraw Hill, Tokyo, 1989.
7. Dessler, Gary, Human Resource Management, PHI, 2006.
8. Mathis & Jackson, Human Resource Management, Cengage Learning, 2007
9. Snell & Bohlander, Human Resource Management, Cengage Learning, 2007
10. Flippo, Edwin B, Personnel Management, McGraw Hill, Tokyo, 1989
11. MendenHall, Oddou & Stahl (editors) Reading and cases in International Human Resource Management Routledge. 2007.
12. Venkataratnam, Personnel management & Human resource, Tata McGraw Hill, 2004
13. Kandula, Human Resource Management, PHI, New Delhi, 2005.
14. Monappa, Arun, Managing Human Resource, Macmillan, India,1989.

BBA C 401 : BUSINESS ENVIRONMENT

Objective: To familiarize students with the Business environment and the organisation and functioning of various banks and non-bank institutions in the money and capital markets of India.

Unit I

Meaning and significance of business environment, components of business environment – external, internal, micro, macro, social, economic, legal, demographic and political(emphasis on economic environment)
Sectoral review: Retail, Tourism & Hospitality
Importance of Five year plans, merits and limitations, achievements of the 11th plan, objectives and targets of the 12th Five year plan.

Unit II:

Review of industrial policy developments and pattern of industrial growth since 1991; industrial licensing policy;

Public sector reforms; privatization and liberalization trends; North East Industrial Policy, growth and problems of SMEs; industrial sickness– causes and remedies.

Unit III:

Foreign Trade and economic growth, composition and direction of India's foreign trade

Current EXIM policy, Balance of Payment, the objectives and role of WTO, WORLD BANK, IMF, ADB in global trade.

Unit IV:

Overview of Indian Financial System- Structure and characteristics of Indian Financial System

Reserve Bank Of India – functions and roles of RBI, monetary policy of RBI, techniques of monetary control – bank rate, cash reserve ratio, statutory liquidity ratio, open market operations.

Securities and Exchange Board of India: Organisation, Functions and objectives.

Commercial banks: functions, roles and structure of commercial banks in India

Cooperative banks – features, type ,structure and growth of cooperative banks.

Development banks – role of IDBI, UTI, EXIM bank of India, NABARD.

Unit V:

Money Market : Instruments of money market – call money market in India, commercial bills market(bill of exchange, trade bills, commercial bills, bill rediscounting), treasury bills market (features, types, limitations), commercial paper markets, certificate of Deposit market(features, certificate of Deposit in India)

Basic structure and a brief knowledge on the Institutions of money market including mutual funds

Capital Market: structure, Instruments of capital market- equity/ordinary shares, preference shares, debentures or bonds.

Instructions to paper setter:

Unit No.	Question		Marks allocated
	To be set	To be answered	
I	2	1	14
II	2	1	14
III	2	1	14
IV	2	1	14
V	2	1	14

Books recommended:

1. Ashwathapa, K, Essentials of Business Environment, Himalaya Publishing House, 2005
2. Shaikh Saleem, , Business Environment, Pearson Education, Latest edition
3. Cherunilam, Francis, International Economics, Tata McGraw Hill, 5th edition or later.

BBA H 402: FINANCIAL MANAGEMENT

Objective:

The courses focus attention on formulating financial decisions in business enterprises with the object of developing in the student a skill for carrying out the functions of planning, raising, investing and controlling financial resources.

Learning Methodologies and Approaches Used

This course will use the following:

1. Lecture –Lectures and discussions will be used to introduce new topics.
2. Case Analysis – This will be an important method as many of the objectives of this course focus on understanding relationships between various factors (i.e. firm value and risk). The case methods provide a means by which these relationships can be understood within the context of actual business and economic conditions. Also, the instructor will be able to gauge the ability of the students to articulate their understanding of these relationships and to predict how these relationships will change in the future.

Unit I:

Nature and scope of Financial Management, Profit vs Wealth Maximization, Functions of Financial Management

Time Value of money: Future value of a single cash flow, future value of an annuity, present value of a single cash flow, present value of an annuity. Numerical problems

Risk and return concepts, risk in a portfolio context, relationship between risk and return, portfolio theory, Capital Asset Pricing Model, Arbitrage Pricing Theory.

Unit II:

Capital Budgeting : Process, basic principles(costs and benefits); appraisal criteria,- payback period, average rate of return, net present value, benefit-cost ratio, internal rate of return including the modified method, Conflicts in ranking as per discounted cash flow criteria and their resolution. Capital budgeting under capital rationing and other constraints.

Risk analysis of capital investments - measures of risk, mathematical analysis - uncorrelated, perfectly correlated and moderately correlated cash flows; sensitivity analysis.

Unit III:

Cost of capital : basic concepts, rationale and assumptions; cost of debt capital, cost of preference capital, cost of equity capital, cost of external equity and retained earnings, determination of proportions, Weighted Average Cost of Capital (WACC) and Weighted Marginal cost of capital (WMCC) .

Unit IV:

Leverage: Concepts of Operating and Financial Leverage.

Capital Structure: Theory of capital structure - assumption and definitions, net income approach, net operating income approach, traditional approach, M&M approach, taxation and capital structure.
Factors influencing capital structure, EBIT - EPS analysis

Dividend policy: Traditional position, Walter Model, Gordon Model, Dividend policy, forms of dividend and stability in dividends.

Unit V:

Working Capital Management: Characteristics of current assets, factors influencing working capital requirements, operating cycle analysis and numerical problems on net working capital requirement and operating cycle.

Cash Management: cash budgeting, reports for control, monitoring collections and disbursements- Numerical problems in Lock Box system and Concentration Banking, investment avenues for surplus cash in the short term. Cash management models – Baumol model and Miller and Orr.

Receivables Management - Credit policy variables, credit evaluation, credit granting decision, control of receivables.

Instructions to paper setter:

Unit No.	Question		Marks allocated
	To be set	To be answered	
I	2	1	14
II	2	1	14
III	2	1	14
IV	2	1	14
V	2	1	14

At least 70 peroent of the total marks will comprise of questions that are problem-based.

Book/s recommended:

1. Prasanna Chandra, Financial Management - Theory and Practice, Tata McGraw Hill, New Delhi.

Other references :

1. IM Pandey, Financial Management, Vikas Publishing House Pvt Ltd
2. James Van-Horne., Financial Management and Policy, Prentice-Hall India
3. SC Kuchhal, Financial Management
4. Gorstenberg CW, Financial Organization and Management
5. Guthmann, Analysis of Financial Management
6. Cohen and Robbins, Financial Manager.
7. SN Maheswari, Management Accounting and Financial Control
8. Sarkar, Management Accounting
9. Manmohan and SN Goyal, Management Accounting
10. Brealey and Myers, Principles of Corporate Finance, McGraw Hill.

BBA H 403 [FM] : RISK MANAGEMENT AND INSURANCE

Objective: The objective of the course is to acquaint the students with the various kinds of risks faced by individuals and business enterprises and to understand the role of insurance in managing those risks.

Unit I:

Meaning of risk and Types of risks faced by individuals and business

Pure risk and its features

Understanding the cost of risk- Components of cost of risk and cost tradeoffs

The need for a risk management

A brief exposure to Risk management process and Risk Management methods

Unit II:

Risk identification: Business risk exposure and individual risk exposure

Basic concepts of probability and other statistical measures useful in risk management- Standard Deviation, Variance, Skewness, Correlations and Value at Risk (VaR)

Evaluating the frequency and severity of Losses

Unit III:
Risk Reduction through Pooling Independent Losses
Pooling arrangements with correlated Losses
Insurer as Managers of Risk Pooling arrangements
Factors affecting demand for insurance by individuals and business
Role of insurance companies in diversifying the risks

Unit IV:
Insurable risk and its characteristics
Insurability of Risk- factors affecting insurability
Types of Insurance and their utilities
Insurance and Reinsurance Business in India

Unit V:
Types of insurance products and their features
Pricing of Insurance Products- determinants of fair premium
Settlement- Procedures
Claim management and administration

Instructions to paper setter:

Unit No.	Question		Marks allocated
	To be set	To be answered	
I	2	1	14
II	2	1	14
III	2	1	14
IV	2	1	14
V	2	1	14

Recommended Books:

1. Harrington and Niehaus: Risk management and insurance, TMG, New Delhi, 2004
2. Trieschamann, Gustavson and Hoyt: Risk Management and Insurance, Thompson Learning, 2000
3. Kotreshwar: Risk management-Insurance and derivatives, Himalaya Publishing House, 2005

BBA H 403 [HR] : HUMAN RESOURCE DEVELOPMENT

Objectives: This paper is aimed at familiarizing students with the need of HRD in the changing pattern of organizational requirements of human talent and understanding the linkage of HRD practice in planned change and development of organizations.

Unit I:

Introduction – Concept of HRD, Scope of HRD, Need for HRD and Objectives of HRD; Human Resource Utilization (HRU); Human Resource Development Culture and Climate – HRD practices in Indian Industries.

Unit II:

HRD Department – Attributes and Functions of an HRD Manager, Human Resource Development framework – Processes, Techniques, Outcomes and their alignment with corporate planning; Strategic linkages with organizational mission and vision.

Unit III:

Training and Development Vs Learning and Development - Concepts, Identification of training needs, Types of Training, Preparing training calendar, Organizing and implementing training programmes, Training and Development programmes for various categories of employees, Setting up of a Training Department, Evaluation of effectiveness of training.

Unit IV:

Training and Development Methods: Lecture, Incident, Role play Structured and Unstructured discussion, In-basket exercise, Simulation, Vestibule training, Management games, Case study, Team Development, Transactional Analysis and Sensitivity training.

Unit V:

HRD audit – Concept, Planning, and audit elements.
Case studies of selected Indian companies.

Instructions to paper setter:

Unit No.	Question		Marks allocated
	To be set	To be answered	
I	2	1	14
II	2	1	14
III	2	1	14
IV	2	1	14
V	2	1	14

Books recommended:

1. Nadler, Leonard, Corporate Human Resource Development
2. P. N. Singh, Training and Development, Sri Ram Centre Publication
3. T. V. Rao and D. F. Penra, Recent Experiences in HRD, Prentice Hall Publication, Oxford Press, 1988
4. Monappa, Managing Human Resources, Macmillan India, New Delhi 2000.
5. T. V. Rao, HRD Missionary, Prentice Hall Publication, Oxford Press
6. T. V. Rao, HRD Audit, Sage Publication,1991
7. T. V. Rao, Readings in Human Resource Development, Oxford and IBH Publications, 1991.
8. P. Subba Rao, Essential s of Human Resource Management and Industrial Relations, Himalaya Publishing House
9. Udai Parekh and T. V. Rao, Designing and Management Human Resource Systems, Prentice Hall Publication, Oxford Press.

BBA H 403 [MM] : CONSUMER BEHAVIOUR & MARKETING RESEARCH

Objective: To provide the students with a general understanding of consumer behaviour, its diversity and the role of marketing research assisting management decisions.

Unit I:

Consumer Behaviour:- Definition and scope of consumer behaviour, relationship between consumer behaviour and Segmentation Targeting and Positioning; concept of customer value, consumer research, customer satisfaction , customer retention.

Unit II:

Influences on the Consumer: Consumer needs, motives- positive and negative motivation-rational versus emotional motives. Consumer relevant reference groups-opinion leaders-family decision making and consumption related roles- relationship between consumer behaviour and family life cycle and social class - influence of culture on consumer behaviour-cross cultural context.

Diffusion of innovations: the diffusion process-the adoption process-consumer innovativeness and personality traits.

Unit III:

Consumer buying decision Process: High and Low Involvement, Pre-purchase Processes, Purchase, Post Purchase Processes, Consumption and evaluation, Brand loyalty and Repeat Purchase Behaviour.

Unit IV:

Marketing Research – definition and scope of marketing research, marketing research process, defining the marketing research problem

Research design – definition, classification – exploratory, descriptive, causal.

Secondary Data: Advantages and disadvantages of secondary data; Primary Data - questionnaire design process.

Scaling techniques - paired- comparison scale, summated ratings scale, semantic differential.

Sampling Designs: Basic terms in sampling, advantages and limitations of sampling, the sampling process, types of sample designs (simple random, systematic sampling, stratified random, multi-stage sampling, multi-phase sampling, quota sampling).

Unit V:

Data Processing: editing, coding, tabulation.

Basic measures of central tendency and dispersion – mean, median, mode, range, variance, covariance, standard deviation

General procedure for hypotheses testing, Chi-Square, correlation, rank correlation, regression analysis (linear relation between two variables) and basic idea about multiple linear regression; non-linear regression, discriminant analysis, cluster analysis, Multidimensional scaling - attribute and non-attribute based, Conjoint analysis.

Analysis of variance – one way ANOVA

Instructions to paper setter:

Unit No.	Question		Marks allocated
	To be set	To be answered	
I	2	1	14
II	2	1	14
III	2	1	14
IV	2	1	14
V	2	1	14

Recommended Books:

1. Leon Schiffman & L.L.Kanuk, Consumer Behaviour, PHI
2. David L.Loudon & Albert J Della bitta, Consumer Behaviour, 4/e, TMH, New Delhi.
3. Hawkins, Best, Coney, Consumer Behaviour, 8/e, TMH, New Delhi, 2002.
4. Bennet & Kassarjion, Consumer Behaviour, PHI
5. Blackwell & Miniard, Consumer Behaviour, Cengage Learning 2007.
6. Kumar: Conceptual Issues in Consumer Behaviour : The Indian Context, Pearson Education, New Delhi/ 2003
7. Nair, Suja. R. Consumer Behaviour; Text and cases, Himalaya Publishing house, Mumbai.
8. Wilkey, William L. Consumer Behaviour, John Wiley & sons, New York 1996.
9. Customer Behaviour- A Managerial Perspective- Sheth, Mittal- Thomson.
10. Malhotra K Naresh, marketing research: An applied orientation, 4th edition or later, Pearson Education, 2004
11. Beri G C, Marketing research, 3rd edition, Tata McGraw Hill, 2007
12. Rubin S Ronald, Luck David J, Marketing research, 7th edition or later, Prentice Hall of India, New Delhi.

BBA C 501 : BUSINESS LAW

Objective: To familiarize the student with Business Laws and its interpretation.

Unit 1:

Introduction

Meaning and Scope of business law – Sources of Indian business law.

Indian Contract Act of 1872

Definition – types of contract – essentials – offer, acceptance, consideration capacity of parties – free consent (meaning only) – legality of object and consideration – various modes of discharge of a contract – remedies for breach of contract.

Unit 2:

Intellectual Property Legislations

Meaning and scope of intellectual properties – Patent Act of 1970 and amendments as per WTO agreements: Background – objects – definition – inventions – patentee – true and first inventor – copyright – trademark – geographical indicators - procedure for grant of process and product patents, WTO rules as to patents (in brief), rights to patentee – infringement – remedies.

Unit 3:

The Environment Protection Act of 1986

Back ground – definition of 1) Environment 2) Environmental pollutant 3) Environment pollution 4) Hazardous substances, and 5) Occupier –Power of central Government in relation to protection of environment and prevention of environment pollution.

Foreign Exchange Management Act 1999

Objectives, Scope and salient features – offences under the act.

Unit 4:

Consumer Protection Act. [COPRA] 1986

Back ground – definitions of 1) Consumer 2) Consumer Dispute 3) Complaint 4) Deficiency 5) Service – Consumer Protection Council –consumer redressal agencies – District Forum, State Commission and National Commission.

Unit 5:

The Companies Act 1956:

Introduction to the definition of company - the salient features, the significance of memorandum, articles, prospectus and company meetings . Brief introduction to role played by Directors, Auditors and Company Secretary

Competition Law 2003:

Meaning and scope, salient features, offences and penalties under the Act.

Instructions to paper setter:

Unit No.	Question		Marks allocated
	To be set	To be answered	
I	2	1	14
II	2	1	14
III	2	1	14
IV	2	1	14
V	2	1	14

BOOKS FOR REFERENCE:

1. Sulphey and Basheer, Laws for Business, PHI Learning Private Ltd., New Delhi

2. Tulsian - Business Law, Tata McGraw Hill, New Delhi.

BBA H 502 : STRATEGIC MANAGEMENT

Objective: To introduce students to the applications of Strategic Management which will enable them to develop appropriate Strategies for Small and Medium Business Enterprises.

Unit I:

Meaning and nature of strategic management, characteristics of strategic management, the strategic management process, Strategic Management – its importance and its role in changing business environment, Organizational goal and strategy, relationship between a business model and Strategy, Key terms in Strategic Management – Core competence, Competitive Advantage, Vision and Mission Statements, Policies, Internal Strengths & Weaknesses, External Opportunities & Threats, Strategic Planning.

Unit II:

Analysis of Strengths, Weaknesses, Opportunities and Threats;

Social, Cultural, Demographic, Political, Economic and Legal environment analysis; Porter's five force model, Value Chain Analysis, GE nine-cell planning grid and BCG matrix.

Unit III:

Competitive Nature of Strategy, generic competitive strategies, business and corporate level strategy, Merger and Acquisition [basic understanding], joint ventures [basic understanding], Diversification and Differentiation; outsourcing.

Unit IV:

Corporate Governance and Strategic Framework, Organizational Structure and Strategy, Organizational culture and Strategy, Strategic leadership and style, ethics and social responsibility.

Unit V: Case Studies:

Cases on the recent trends in the strategy formulation and implementation.

Strategies of:

- major FMCG corporations like ITC, Hindustan Unilever and P&G,
- major software companies like Infosys, Wipro and TCS
- major financial service providers like ICICI and SBI.

Instructions to paper setter:

Unit No.	Question		Marks allocated
	To be set	To be answered	
I	2	1	14
II	2	1	14
III	2	1	14
IV	2	1	14
V	2	1	14

Books recommended:

- Fred David, 2007, Strategic Management, PHI, New Delhi.
- Thompson, Strickland, Gamble & Jain. 2006, Crafting & Executing Strategy, Tata McGraw Hill, New Delhi
- Hitt, Hoskinson, Ireland, 2007, Management of Strategy – Concepts and Cases, Cengage, New Delhi.
- Wheelen & David Hunger: 2005, Strategic Management & Business Policy, PHI, New Delhi,
- Gupta, Golakota & Srinivasan, 2006, Business Policy and strategic management, PHI, New Delhi.
- Ghemawat, Pankaj, 2000, Strategy & the business landscape, Pearson, New Delhi.
- Ansoff, H. Igor, 1990, Implanting Strategic Management, Prentice Hall, New Jersey.
- Porter, Michael E, 1990, Competitive Advantage of Nations The Free Press.

BBA H 503 (FM): FINANCIAL SERVICES AND DERIVATIVES

Objectives: To introduce the principles of financial services prevailing in the Indian markets and to expose the learners to contemporary ideas and concepts related to financial derivatives.

Unit I:

Financial Services: Meaning, types and their importance.

Merchant Banking: Origin, scope and development of merchant banking in India

Mutual funds and Asset Management Companies (AMCs): concept, origin and growth of mutual funds, constitution & management of MFs – Sponsors, Trustees, AMCs, and custodians. Classification of mutual fund schemes, advantages and disadvantages in mutual fund schemes, NAV and pricing of mutual fund units. State of mutual funds in India. Mutual funds and SEBI

Unit II:

Credit rating - the concept and objective of credit rating, various credit rating agencies in India, factors affecting credit rating & procedural aspects.

Venture capital - concepts and characteristics of venture capital, venture capital in India, guidelines for venture capital.

Unit III:

Mergers and Acquisitions: Kinds of Takeover, Motives for M&A: Strategic, Financial and Organizational, Motives for Cross Border M&A, Categories of M&A: Horizontal, Vertical and Conglomerate, Steps in Merger Transactions, Methods of payment in Merger transactions. Hostile Takeovers, Defensive Measure in Hostile Takeover Bids: Defensive and Active, SEBI regulations as to Takeovers

Unit IV:

Leasing: concept and development of leasing, business difference between leasing & hire purchase, types of leasing business, advantages to lessor and lessee. Basic problems in Leasing and hire purchase.

Factoring: development of factoring, types & importance, procedural aspects in factoring, financial aspects

Unit V:

Financial Derivatives: Concept and Characteristics of Derivatives

Forward and Futures Contract: Types. Forward contract vs. Future Contracts. Mechanism in Futures Contracts: Buyer's Payoff and Seller's payoff.

Options: Concept and Features. Differences between Options and futures, Call and Put Options, Valuation of Call and Put from Both Holder's and Writer's point of view on and before the expiration date, Numerical problems.

Instructions to paper setter:

Unit No.	Question		Marks allocated
	To be set	To be answered	
I	2	1	14
II	2	1	14
III	2	1	14
IV	2	1	14
V	2	1	14

Recommended Books:

1. M. Y. khan, Financial Services, Tata McGraw Hill
2. V. K. Bhalla, Investment Management: Security Analysis and Portfolio Management, Sultan Chand & Sons
3. Kumar, Financial Derivatives, Prentice-Hall India
4. Tripathy, Financial Services, Prentice-Hall India
5. Gomez, Financial Markets, Institutions and Financial Services, Prentice-Hall India
6. Hull, Options, Futures and Other derivatives, Prentice-Hall India

7. E. Gordon & K. Natarajan, Financial Markets & Services, Himalaya Publishing House
8. Lalit K. Bansal, Merchant Banking and Financial services, Unistar Books Pvt. Ltd
9. Sischer & Jordan, Security Analysis and Portfolio Management, Prentice-Hall India

BBA H 503 [HR] : COMPENSATION MANAGEMENT

Objective: This paper is aimed at familiarizing students with the basic issues involved in the compensation and to understand the critical role it plays in accelerating economic growth of employees and ensuring competitive performance for an organisation.

Unit I:

Employee compensation – its significance to management, employee, consumer and society. Wage concepts – wage, salary, minimum wage, need based minimum wage, national minimum wage, fair wage, living wage, guaranteed minimum wage, fall back wage, money and real wage

Unit II:

Compensation determination methods – principles and policies, determinants and methods – job evaluation – wage differentials; occupational, regional and inter and intra-industry differentials – compensation components; basic pay, dearness pay, dearness allowance, house rent allowance, other allowance

Unit III:

Incentives- wage and non-wage incentives – types of bonus – production bonus, efficiency bonus, profit sharing bonus; fringe benefits- scope and extent, economic aspect of fringe benefits, statutory and non-statutory fringe benefits in India.

Unit IV:

Compensation problems and practices in India : elements and evaluation of wage policy in India – Wage Boards and Pay Commissions – role of HR department in wage and salary administration – performance appraisal and its linkage with compensation management.

Unit V:

Legal framework of compensation management; wage deduction, methods of wage payment, time and piece rate incremental time scales as per Payment of Wages Act 1926; legality of wage payment under Minimum Wages Act 1948; calculation of bonus under the Payment of Bonus Act, 1965.

Instruction to Paper Setter

Unit No.	Question		Marks allocated
	To be set	To be answered	
I	2	1	14
II	2	1	14
III	2	1	14
IV	2	1	14
V	2	1	14

Books recommended:

1. Richard I Henderson, Compensation management in a knowledge based world, Prentice Hall of India
2. Sarma A M, Understanding wage system, Himalaya publication house, 1997

BBA H 503 [MM] : SALES AND ADVERTISING MANAGEMENT

Objective: To familiarize the students with the basic concepts, tools and techniques of advertising and sales.

Unit I:

Advertising communication model, meaning, nature, roles and functions of advertising, evolution of advertising and history of Indian advertising, types of advertising, advertising response hierarchy models Ethical issues in advertising, social responsibility and self-regulation, the psychology of advertising (message reception)

Advertising agencies – types, structure and functions, criterion for evaluating advertising agencies

Unit II:

Types of advertising appeals, execution styles, copy writing principles, types of headlines, usage of illustrations, types of layouts in print media.

Creative advertising – facets of creative strategy, planning and managing creative strategy

Advertising strategies at different stages of the product life cycle, developing the advertising campaign, advertising budgets

Unit III:

Effective advertising media types – print and out-of-home, broadcast, interactive and alternative media – advantages and limitations of each. Media planning and buying

Evaluation of effectiveness of campaign and IMC evaluation, copy testing.

Unit IV:

Organizing the sales department, recruitment and selection of sales personnel, training and motivation of sales force, sales quota and sales territories, routing and scheduling

Compensation plans for sales force, sales forecasting methods

Unit V:

Managing expense of sales personnel; field sales reports – purpose and types;

Prospecting, pre approach, negotiation and concession analysis, personal selling skills (presentation and demonstration, handling objections, closing a sale, follow up)

Measures of sales force performance – quantitative and qualitative: sales audit, sales analysis, marketing cost analysis

Instructions to paper setter:

Unit No.	Question		Marks allocated
	To be set	To be answered	
I	2	1	14
II	2	1	14
III	2	1	14
IV	2	1	14
V	2	1	14

Recommended books:

1. Chunawalla S A, Sethia K C, Foundations of advertising : theory and practice, 5th edition, Himalaya publishing house, Bombay, 2006
2. Batra, Myers and Aaker, Advertising management, 5th edition, Prentice Hall of India, New Delhi, 2003
3. Stanton William J, Spiro Rosanne, Management of sales force, 10th edition, Irwin McGraw Hill, 1999
4. Buskirk Richard H, D Buskirk Bruce, Selling: Principles and Practices, 14th edition, McGraw Hill, 2002
5. Eugene M Johnson, David L Kurtz, Bernhard E Schening, Sales management: Concepts, practices and cases, 2nd edition, McGraw Hill, 2000
6. Jethwaney J, Jain S: Advertising Management, Oxford University Press, 2006
7. Sharma S, Singh R, Advertising Planning and implementation, Prentice Hall of India, 2006

8. Wells W, Moriarty S, Burnett J, Advertising principles and Practices, 7th ed, 2007
9. Jobber D, Lancaster G, Selling and sales management, 6th ed, Pearson education, 2004
10. Still R R, Cundiff E D, Govoni N A P, Sales Management, 5th ed, Prentice Hall of India, 2004

BBA H 601 : ENTREPRENEURSHIP AND PROJECT ANALYSIS

Objective: This paper aims to promote the chances of entrepreneurial success and to develop an understanding of the roles of the entrepreneur with an ability to recognize the qualities required to these roles. It will also help students understand the concepts and process of entrepreneurship and industrial growth.

Unit I:

Entrepreneurship: Definition, entrepreneurship and enterprise, importance and relevance of entrepreneurship, entrepreneurship development programmes – evolution and challenges, characteristics of a successful entrepreneur, entrepreneurial process, social responsibilities of an entrepreneur, women entrepreneurs – roles and challenges, Invention and Innovation.

Unit II:

Small scale industries/ tiny industries/ ancillary industries/ cottage industries:- definition, meaning, product range, capital investment, ownership patterns.

Importance and role played by SSI in the development of the Indian economy. – Meaning and definition of sick industry- causes of industrial sickness, preventive and remedial measures for small industrial sickness.
Small scale industrial policy 1991, Industrial policy for north east.

Unit III:

Creativity and the business idea: sources of new ideas, methods of generating new ideas, creative problem solving, product planning and development process - industrial estates-role and types –.

Unit IV:

Starting a small enterprise: - Business opportunity, scanning the environment for opportunities, evaluation of alternatives and selection based on personal competencies.

Steps involved in starting a business venture- location, clearances and permits required, formalities, licensing and registration procedures, legal issues.

Unit V:

Preparing the Business Plan(BP):- Business Plan-importance, format. Financial aspects of the BP, marketing aspects of BP, technical aspects of BP, social aspects of BP.

Note:- In this paper, each student will have to submit a Project Report on a relevant problem/topic to be assigned by the Department running the programme in the college/institution under the supervision of a core faculty member of the department. The report should have a minimum of 50 pages. Preferred format for the report will be – A4 paper size, margins of 1" on all sides, single side printing, font size 12, double space. The

report will have a weightage of 50 marks which will include 30 marks for the report and 20 marks for the seminar/viva. The evaluation of the project report will be done by a panel of internal examiners to be appointed by the college/institution.

Instruction to Paper Setter

Unit No.	Question		Marks allocated
	To be set	To be answered	
I	2	1	10
II	2	1	10
III	2	1	10
IV	2	1	10
V	2	1	10

Recommended Books:

1. Robert. D. Hisrich, Micheal Peters, Entrepreneurship, Tata McGraw-Hill Edition
2. Neeta Baporika, Entrepreneurship and small industry, Himalaya Publishing House, Mumbai.
3. Vasanth Desai, Management of small scale industry, Himalaya Publishing House, Mumbai.
4. Vasanth Desai, Problems and Prospects of small scale industry, Himalaya Publishing House,Mumbai.
5. S.S. Khanka, Entrepreneurial Development in North East India, S.Chand & Co, New Delhi.
6. Bharusali, Entrepreneurial Development in Manufacturing Industries, Himalaya Publishing House, Mumbai
7. Webber, Max, Protestant ethics and spirit of capitalism

BBA H 802 (FM): PROJECT PLANNING AND CONTROL

Objectives: This paper is aimed at providing the student with skills necessary to create, plan and control a new enterprise.

Unit I:

- Concept of Projects- Definitions and Classifications; Project Management life cycles
- Project Risks
- Sensing and understanding the environment for business opportunities
- Idea generation and screening of project ideas
- Stages in venture appraisal

Unit II:

- Market and Demand Analysis; Market Survey – design, data sources and methodology; Demand forecasting; Marketing plan
- Technical Analysis- Manufacturing process and Technology, Inputs- Materials, Machinery and equipment, Product Mix, Plant Capacity, Location and site, Environmental Aspects, Work Schedule

Unit III:

- Financial Appraisal- Cost-Benefit analysis; Estimation of financial requirement; means of finance; Estimates of Sales and Production, Cost of Production, Estimation of Working Capital Requirement and Profitability projections, Preparation and analysis of financial statement- Cash flow and Balance sheet
- Social Cost-Benefit analysis (SCBA) - Concept, Rationale for SCBA, Objectives, Benefits.

Unit IV:

- Implementation and Monitoring of projects- pre-requisites for successful project implementation; project Control; schedule control, cost control, overall progress control, Progress measurement and follow-up;, Project Review/Auditing

Unit V:

- Project management tools – PERT & CPM networking techniques, crashing concept, resource levelling, Project management performance – performance indicators.

Instructions to paper setter:

Unit No.	Question		Marks allocated
	To be set	To be answered	
I	2	1	14
II	2	1	14
III	2	1	14
IV	2	1	14
V	2	1	14

Books recommended:

1. Prasanna Chandra, Project preparation, appraisal and implementation, Tata McGraw Hill, New Delhi, 1998
2. Vasant Desai, Project Management, Himalaya publications, New Delhi
3. Vasant Desai, Entrepreneurial development – Vol II : Project formulation, appraisal and financing for small industry, Himalaya publications, New Delhi, 2000
4. Pitala, Project appraisal techniques, Oxford and IBH publications, 1992
5. Yound Trevour L, Planning and implementing project, Sterling publishing Ltd. 1998
6. Krishnan, Gopal P, Moorthy, Ram V E, Textbook of Project Management, Macmillan India Ltd., 1998
7. Narendra Singh, Project management and control, Himalaya publishing, N Delhi, 2000

BBA H 602 [HR] : INDUSTRIAL RELATIONS AND LABOUR LAWS

Objective: To develop an understanding of the interaction pattern among labour, management and the State and to build awareness of certain important and critical issues in Industrial Relations besides understanding legislations pertaining to industrial workers.

Unit I:

Industrial Relations: Concepts and Approaches. Bipartite and Tripartite bodies; Functions of IR Manager; Contemporary Issues in Industrial relations, Industrial Relations in the emerging scenario

Unit II:

Industrial Dispute: Types and Causes, Strikes and Lockouts, Prevention and Settlement of Industrial Disputes: Conciliation, Arbitration and Adjudication.

Unit III:

Trade Union: concept and functions of Trade Unions; Trade Unionism in India: Emergence, History and Growth; Trade Union as an Organization: Future Trends in IR Role and Future of Trade Unions

Unit IV:

Discipline and Grievance Management; Negotiation and Collective Bargaining, Participative Management; Productive Bargaining and Gain Sharing; Employee Empowerment and Quality management; Industrial Relations and Technological Change, Laws Relating to Discharge, Misconduct, Domestic Enquiry, Disciplinary Action.

Unit V:

Social Security Laws – Workmen's Compensation Act, 1923; Payment of Gratuity Act, 1972; Employee's State Insurance Act, 1948; Employee's Provident Fund and Miscellaneous Provisions Act, 1952; Maternity Benefit Act, 1961; Payment of Wages Act, 1936; Minimum Wages Act, 1948 and Payment of Bonus Act, 1965.

Instructions to paper setter:

Unit No.	Question		Marks allocated
	To be set	To be answered	
I	2	1	14
II	2	1	14
III	2	1	14
IV	2	1	14
V	2	1	14

Suggested Readings:

1. Awasthapa, K Human resources management and industrial relations, Himalaya Publishing House.
2. P. R. N. Sinha, Indu Bala Sinha, Seema P. Shekhar, Industrial Relations, Trade Unions and Labour Legislation, Pearson Education.
3. Mamoria, Mamoria and Gankar, Dynamics of Industrial Relations, Himalaya Publishing House.
4. Dessler, Garry Human resource management, Prentice Hall.
5. Venkataratnam, Personnel management and human resources, Tata Mc Graw Hill.
6. Mamkoottam, K , Trade Unionism, Myth and Reality, New Delhi, Oxford University Press 1982.
7. Niland J R, etc. The Future of Industrial Relations, New Delhi 1994.

BBA H 602 [MM] : SERVICES MARKETING

Objective: To familiarize the students with the concepts of Services Marketing, by revisiting the fundamental principles and application of Marketing, from a Services perspective

Unit I:

Introduction to Services Marketing – Services in the modern Economy; Marketing Challenges posed by Services; Important differences among Services; Interplay of other functions with Services Marketing

Creating the Service Product – Planning and creating Services; Identifying and Classifying supplementary Services; Planning and Branding Service Products; New Service Development

Pricing Management – Objectives and foundations for setting prices; cost-based pricing; value-based pricing; competition-based pricing

Distribution of Services – Options for Service Delivery; Decisions about place and time; Role of Intermediaries Communications Mix – Challenges and opportunities; clear objectives for Marketing Communication; the Marketing Communications Mix; Branding and communications

Unit II:

Designing and Managing Service Processes – Blueprinting Services to create valued experiences and productive operations; Service Process Redesign; the Customer as Co- producer; The problem of Customer Behaviour. Planning the Service Environment – The purpose of Service Environments; Consumer Responses to Service Environments; Dimensions of the Service Environment.

Managing people for Service Advantage – Importance and role of Service Staff; Human Resource Management; Service Leadership and Culture

Unit III:

Consumer Behaviour in Service Encounters – Interaction of Customers with Service Operations; the Purchase Process for Services; Needs and expectations; Evaluation of Services.

Positioning Services in Competitive Markets – Competitive Advantage; Market Segmentation and Focus; Positioning a Service Firm; Analytical techniques and strategy for Positioning.

Balancing Demand and Capacity – Demand and Service Productivity; Capacity Constraints on Service Organizations; Patterns and determinants of Demand; Managing Demand levels and Inventorying Demand;

Unit IV:

Managing Relationships and Building Loyalty – Customer Loyalty; Understanding the Customer/Firm Relationship; Targeting the right Customers; analyzing and managing the customer base; building customer loyalty; Customer Relationship Management Systems.

Customer Feedback and Service Recovery – Customer Complaining Behaviour; Effective Service Recovery Systems; Customer responses to effective Service Recovery; Service Guarantees; Learning from Customer Feedback.

Improving Service Quality and Productivity – What is Service Quality?; Integrating Service Quality and Productivity strategies; The Gap Model; Measuring and improving Service Quality; Defining and measuring Productivity; Improving Service Productivity.

Unit V:

Tourism – concept and nature of tourism, behavioral profile of users of tourism services, market segmentation for tourism, marketing mix for tourism

Hotel – concept and typology, market segmentation for hotels, behavioural profiles of users, marketing mix for hotels

Transport – concept, behavioural profile of users, marketing segmentation of transport, formulating marketing mix for road, rail and civil aviation

Instructions to the Paper Setter

Unit No.	Question		Marks allocated
	To be set	To be answered	
I	2	1	14
II	2	1	14
III	2	1	14
IV	2	1	14
V	2	1	14

Books recommended:

1. Christopher H.Lovelock, Jochen Wirtz, "Services Marketing", Pearson Education, New Delhi, 2004.
2. Valarie A. Zeithaml, Mary Jo Bitner, and Dwayne Gremler (2006), Services Marketing: Integrating Customer Focus Across the Firm, Fourth Edition, New York, NY: McGraw-Hill
3. Christopher Lovelock: Services Marketing People, Technology, Strategy, Fourth Edition, Pearson Education, 2002.
4. Jha, S M. Services Marketing, Himalaya Publishing House, 2002
5. Kurtz, David L., and Clow, Kenneth E. Services Marketing, latest edition (Atomic Dog Publishing)
6. Shahjahan S, Service marketing : concepts, practice and cases, Himalaya publishing, 2001
7. Haksever, render, Russel and Murdick, Service management and operations, Pearson education, New Delhi, 2005

North Eastern Hill University

Department of Management
Proposed Revision of MBA
Existing Syllabus

PROPOSED REVISION
OF
MBA EXISTING SYLLABUS
(Starting from 2012-13 batch)

PROPOSED REVISION
OF
MBA EXISTING SYLLABUS 2012

North Eastern Hill University
Department of Management
Proposed Revision of MBA Existing Syllabus

Structure of the Programme:

There will be a total of four semesters in the programme. The duration for the first and third semesters is from August to December and for the second and fourth semesters is from February to July. There will be a total of 30 papers with each paper evaluated for maximum of 100 marks and project work with maximum of 200 marks. Total marks will be 3200 over 4 semesters / 2 years.

The programme shall consist of 20 compulsory papers, 10 special papers and a project work. The dual specialization will be offered from four elective areas of management – Marketing Management, Human Resources Management, Financial Management and Agri- business Management. While first two semesters shall have 8 compulsory papers each, semesters III & IV shall offer 2 compulsory papers each and optional specializations to students. The areas of specialization need to be chosen by a student at the end of Second Semester.

A student must opt for two areas of specialization from semester III onwards out of four areas of specialization mentioned in page (2) & (3) from (a) to (d). If a student opts all the three papers of a particular specialization (e.g. marketing management) and three papers of the other specialization (eg. financial management) in semester III, then he /she will have to opt the remaining two papers of marketing management and two papers of financial management in semester IV.

The semester wise break-up of papers shall be as follows:

Semester I	-	8 compulsory papers
Semester II	-	8 compulsory papers
Semester III	-	2 compulsory papers + 6 Special papers (3 from one spl and 3 from other)
Semester IV	-	2 compulsory papers + 4 Special papers (2 from one spl. & 2 from other) + Project work equivalent to two papers

Each paper shall have a minimum of 40 contact hours spread over the semester.

Semester – I

Eight (8) Compulsory papers

1) MBA- C - 101 – Principles and Processes of Management
2) MBA- C - 102 – Managerial Economics
3) MBA- C - 103 – Business Environment
4) MBA- C - 104 – Statistics and Quantitative Techniques
5) MBA- C - 105 – Accounting for Managers
6) MBA- C - 106 – Computer Applications in Management
7) MBA- C - 107 – Managerial Skill Development
8) MBA- C – 108 – Organization Behaviour

Semester - II

Eight (8) Compulsory papers

1) MBA- C - 201 – Research Methodology
2) MBA- C - 202 – Project Management
3) MBA- C - 203 – Operations Management ✓
4) MBA- C - 204 – Human Resource Management
5) MBA- C - 205 – Financial Management
6) MBA- C - 206 – Marketing Management
7) MBA- C - 207 – Management Information System
8) MBA- C - 208 – Fundamentals of Agri- Business Management

Semester – III

Two (2) Compulsory papers

1) MBA- C - 301 – Strategic Management
2) MBA- C - 302 – Business Ethics

Specialization papers *(A student will have to undergo all the six papers of opted dual specializations, three from each specialization)*

Specializations:

a.) **Marketing Management (Code- MBA-M)**

1) MBA-M- 303 – Consumer Behavior
2) MBA-M- 304 – Product and Brand Management
3) MBA-M- 305 – International Marketing

b.) **Human Resources Management (Code-MBA-H)**

1) MBA- H -303 – International Human Resource Management
2) MBA- H-304 – Human Resources Development
3) MBA-H- 305 - Management of Industrial Relations

c.) **Financial Management (Code- MBA-F)**

1) MBA-F 303 – Financial Institutions and Markets
2) MBA-F- 304 – Security Analysis
3) MBA-F- 305 – International Financial Management

d.) **Agri-Business Management (Code-MBA-A)**

1) MBA-A- 303 – Agro and Food Marketing
2) MBA-A- 304 – Agricultural Credit and Micro Finance
3) MBA-A- 305– Farm Business Management

Semester – IV

Two (2) Compulsory papers

1) MBA - C- 401 – Entrepreneurship Development and Small Business Management
2) MBA - C - 402 – Business Legislation

Specialization papers *(A student will have to undergo four papers of dual specializations opted in the semester III, two from each specialization)*

Specializations:

a) **Marketing Management (Code-MBA-M)**

1) MBA-M- 403 – Advertising and Sales Promotion Management
2) MBA-M- 404 – Marketing of Services

b) **Human Resources Management (Code-MBA-H)**

1) MBA-H- 403 – Human Resource Accounting and Compensation Management
2) MBA-H- 404 – Legal Framework Governing Human Relations

c) **Financial Management (Code-MBA-F)**

1) MBA-F- 403 – Management of Financial Services
2) MBA-F- 404 – Portfolio Management

d) **Agri-Business Management (Code-MBA-A)**

1) MBA-A- 403 – Supply Chain Management in Agri Business
2) MBA-A- 404 – ICT in Agri Business

Project work: A student is required to undertake a project work in any one of the areas of specialization at the end of third semester (during winter vacation). Submission of project report and conducting viva-voce are held during 4th Semester. This may be a sponsored project in an industry/ organization. Out of 200 marks meant for the project work, 100 marks for project report and 100 marks for viva-voce (50 marks for project viva-voce and 50 marks for comprehensive viva-voce).

Detailed Syllabus

Semester - I

Compulsory Papers

Paper MBA – C-101: Principles and Processes of Management

Objectives

The objective of this course is to familiarize the student with the basic management concepts and processes.

Course Contents

Unit 1: Management- Concept, Importance, Evolution of Management thoughts – Early contributions, Various Schools, Modern Concepts.

Unit 2 : Planning- Types and Models, SWAT Analysis, Strategic planning, MBO, Decision Making- Process & Models: Organizing- Line & Staff, Authority and Responsibility, Delegation, Decentralization, Span of Management, Bases for Departmentation.

Unit 3: Leadership & Motivation- Concepts & Theories, Controlling – Concept, Types Techniques and Total Quality Control.

Unit 4: Management Ethics – Corporate Social Responsibility, Learning Organization, Knowledge Management, Employees Empowerment.

Suggested Readings

1. Stoner, Freeman and Gilbert Jr, *Management*, (Prentice Hall of India, 6th edition, 2007
2. Tripathi, P.; Reddy, P., *Principles of Management*, 3rd ed., New Delhi, Tata Mcgraw Hill, 2005
3. Koontz, O'Donnel & Weihrich, *Management*, 10th. ed., New York, McGraw Hill, 1995
4. Robbins, *Management : Concept & Practice*, 5th. ed., New Jersey, Englewood Cliffs, Prentice Hall Inc., 1998

Paper MBA – C-102: Managerial Economics

Objectives

The objective of this course is to acquaint the participants with concepts and techniques used in micro- and macro-economics.

Course Contents

Unit 1: Concepts and Techniques – Nature of Business Decision Making, Marginal Analysis, Optimization; Theory of Demand – Demand functions, Income and Substitution Effects, Revealed Preference Approach and Demand Forecasts.

Unit 2: Production and Cost – Returns to Scale, Cost Curves, Break-even Analysis; Theory of Firm – Profit Maximization, Sales Maximization, Organizational Slack, Ownership and Control.

Unit 3: Market Structure – Perfect Competition, Monopoly, Oligopoly, Non-price Competition; Macro Economics – Aggregates and Concepts – GNP and GDP – Aggregate Consumption – WPI, CPI and Inflation – Employment – Balance of Payments – Money Supply and Monetary Policy – Fiscal Policy.

Unit 4: Concept and Measurement of National Income; Determination of National Income – Consumption Function, Fiscal Impact and Investment; Synthesis of Monetary and Real Factors.

Suggested Readings

1. Samuelson, P.A., *Economics*, New York, McGraw Hill, 1998
2. Mote, Paul, *Managerial Economics*, New Delhi, Tata McGraw Hill, 2001
3. Pindyck R.S. and Rubinfeld D.L, *Microeconomics*, 3rd ed., New Delhi, Prentice Hall, 2005
4. Dwivedi, D N, *Macroeconomics*, New Delhi, Tata McGraw Hill, 2005
5. Dornbusch, R. and Fischer, S., *Macroeconomics*, New York, McGraw Hill, 1994

Paper MBA – C-103: Business Environment

Objectives

The objective of this paper is to familiarize the student with the socio-political, cultural and economic environment.

Course Contents

Unit 1: Socio Political and Cultural Environment - Nature of Industrial Sociology, Social Organization, Work Organization, Occupations in Indian Society.

Unit 2: Human and Cultural variables in organizations, Cultural differences and managerial implications.

Unit 3: Indian Economic Environment - Indian Experience in development & Planning in post-independence period, Industrialization in the pre and post-liberalization era -Policies and performance.

Unit 4: Role and Performance of the Public Sector – disinvestments & restructuring, Reforms in the financial & banking sector.

Suggested Readings

1. Paul, Justin, *Business Environment, New Delhi*, Pearson education, 2006
2. Cherunilam Francis, *Business Environment*, Himalaya Publishing House, 2007
3. Sharma, M.K., *Business Environment in India*, New Delhi, Commonwealth Publisher, 1989

Paper MBA – C-104: Statistics and Quantitative Techniques

Objectives

The objective of this paper is to familiarize the student with the statistical concepts, probability and distributions used in management.

Course Contents

Unit 1: Collection and presentation of data; Frequency Distribution, Measures of Central Tendency, Dispersion, Skewness & Kurtosis.

Unit 2: Probability and Its Managerial Application, Different Types of Events – Mutually Exclusive, Independent and Dependent Events, Addition and Multiplication theorem, Joint / Conditional Probability, Bayes Theorem and Its Application. Probability Distributions – Binomial, Poisson and Normal.

Unit 3: Correlation and Regression analysis, Time-series & Index Number. Theory of Attributes.

Unit 4: Linear Programming- Introduction, Structure of Linear Programming Model, Advantages of Linear Programming, Graphical Solution Methods, Simplex Method, Duality in Linear Programming, Sensitivity Analysis. Transportation Problem- Mathematical Model of Transportation Problem, Transportation Method of Finding Initial Solution

Suggested Readings

1. Chadha, N.K., *Statistics for Behavioral and Social Scientists*, Delhi, Reliance Publishing, 2000.
2. Gupta, S.P. and Gupta M.P., *Business Statistics*, New Delhi, S.Chand & Co., Fifth edition, 2010
3. Levin Richard L and Robin David S., *Statistics for Management*, New Jersey, Englewood Cliffs, Prentice Hall Inc., 2004
4. Narang, A.S., *Linear Programming and Decision Making*, New Delhi, S. Chand & Co., 1995
5. Sharma, J.K., *Fundamentals of Operations Research*, New Delhi, Macmillan, 2001

Paper MBA – C-105: Accounting for Managers

Objectives

The basic purpose of this paper is to develop an insight to the principles and techniques of accounting and utilization of financial and accounting information for planning, decision-making and control

Course Contents

Unit 1: Financial Accounting-concept, Importance and Scope, Generally Accepted Accounting Principles, preparation of Financial Statements with special reference to analysis of a Balance Sheet and Management of Business Income.

Unit 2: Inventory Valuation and Depreciation, Financial Statement Analysis, Funds Flow Analysis, The Statement of Cash Flows..

Unit 3: Management Accounting – Concept, Need, Importance and Scope, Cost Accounting – Records and Process, Cost Ledger and Control Accounts, Reconciliation and Integration between Financial and Cost Accounts, Overhead Cost and Control, Job and Process Costing.

Unit 4: Budget and Budgetary Control, Performance Budgeting, Zero-Base Budgeting, Relevant Costing and Costing for Decision-Making, Standard Costing and Varian, Analysis, Marginal costing and Absorption Costing.

Suggested Readings

1. Khan, M.; Jain, P, *Management Accounting*, 3rd ed., New Delhi, Tata McGraw Hill, 2000
2. Reimers J., *Financial Accounting*, New Delhi, Pearson education, 2006
3. Shukla M.C., Grewal T.S., Gupta S.C., *Advanced Accounts*, New Delhi, S.C.Chand & Co. Ltd.2005
4. Maheshwari S.N., & Maheshwari S.K., *Fundamentals of Accounting*, New Delhi, Vikas Publishing House, 2005
5. Khan, M.; Jain, P, Cost Accounting, 1st ed., New Delhi, Tata McGraw Hill, 2003

Paper MBA – C-106: Computer Application in Management

Objectives

The objectives of this course is to develop an appreciation of different software and hardware systems and understanding of the use of computer applications in business organizations with specific reference to commercial data processing systems.

Course Contents

Unit 1: Computers-An Introduction- Computers in Business; Elements of Computer System Set-up, Computing Environment; Components of a Computer System; Generations of Computers and Computer Languages, Personal Computers in Business; PC-Software Package-An Introduction-Disk Operating System and Windows; Text Processing Software; Introduction to a Spreadsheet Software, Creation of Spreadsheet;

Unit 2: Modes of Data Processing-Computer Software Systems, Software Development Process; File Design & Report Design, Data Files - Types/Organizations, Master & Transaction File, Relevance of Data Base Management Systems and Integration of Application Portfolio Development,

Unit 3: Introduction to Data Base Management, Program Development Cycle, Flow Charting, Input-Process-Output Analysis, Report Generation & Label Generation, Programming Concepts, Use of Files in Programming; Presentation Graphics; Creating a Presentation on a PC;

Unit 4: Data Communications Networking-LAN & WAN; Management of Data processing Systems in Business Organizations.

Suggested Readings

1. Sinha P.K., *Foundations of Computing*, 1st ed., New Delhi, BPB Publications, 2002
2. Korth H.; Silbershaz A., *Database Systems Concepts*, 3rd ed., McGraw Hill International, 1997
3. Forouzan B., *Data Communication & Networking*, 3rd ed., Tata McGraw hills, 2004

Paper MBA – C-107: Managerial Skill Development

Objectives

The objective of this course is to familiarize the students with the necessary techniques and skills of communication to inform others, inspire them and enlist their willing cooperation in the performance of their jobs.

Course Contents

Unit 1: Business Communication –Concepts and Theories; Effective Communication Skill, Non Verbal Communication.

Unit 2: Process of Communication; Barriers and Gateway in Communication; Dos and Don'ts of Business Writing; Commercial Letters; Writing Business Reports;

Unit 3: Oral Communication-Presentation of Reports, Public Speaking, Preparing Interviews.

Unit4: Negotiations; Legal Aspects of Business Communication, Cross Cultural Communications

Suggested Readings

1. Gupta C.B., *Business Communications,* New Delhi, Sultan Chand & Sons, 2008
2. Deborah R.; Perrigo E.M., *Business & Professional Communication for the 21st century.* Allen & Becon, 2005
3. J. Penrose et., *Advanced Business Communication*, Thomson Asia Ltd., 2002
4. Monippally, K., *Business Communications,* New Delhi, Tata Mcgraw Hill Publishing Co. Ltd., 2008.

Paper MBA – C-108: Organizational Behaviour

Objectives

The objective of this course is to familiarize the student with basic management concepts and behavioural processes in an organization.

Course Contents

Unit 1: Organizational Behaviour- Concepts, Approaches, Models; Organization Structure and Culture.

Unit 2: Individual Behaviour- Learning, Perception, Attitudes, Personality, Motivation, Values, Emotional Intelligence.

Unit 3: Group Behaviour- Types of Groups, Group Formation Process, Group Decision making, Inter-personal Conflicts.

Unit 4: Organizational Change – OD Interventions, Behaviour Across Cultures- Hofstede and Triandis Cultural Dimensions, Leadership Styles.

Suggested Readings

1. Luthans F., *Organizational Behaviour*, New York, McGraw Hill, 2005
2. Sekaran, Uma, *Organisational Behaviour: Text & Cases*, 2nd ed., New Delhi, Tata McGraw hill, 2004
3. Robbins S.P., *Organizational Behaviour*, New Delhi, Prentice Hall of India, 1996
4. Staw B.M., *Psychological Dimensions of Organizational Behaviour*, New Jersey, Englewood Cliffs, Prentice Hall Inc., 1995
5. Nelson, Quick and Khandelwal, Organisation Behaviour- A South Asian Perspective, 2011, Cengage Learning, New Delhi.

Semester-II

Paper MBA – C -201: Research Methodology

Objectives

The objective of this course is to familiarize the student with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision making.

Course Contents

Unit 1: Nature and Scope of Research Methodology; Problem Formulation and Research Objectives; Value and Cost of Information. Research Process, Research Designs- Exploratory, Descriptive and Experimental research designs. Methods of Data Collection - Observational and Survey Methods; Questionnaire Design; Attitude Measurement Technique.

Unit 2: Complete Enumeration Survey Vs Sample survey. Need for Sampling, Basic Concepts- Population, Sampling unit and Sampling Frame. Sampling and Non Sampling Errors. Sampling Design- Simple Random Sampling with and without Replacement (SRSWR & SRSWOR), Sample Selection, Estimation of Population Mean, total and proportional, Sampling Variance and Standard Error of Estimates, Confidence intervals, Determination of Sample Size, Systematic Sampling.

Unit 3: Sampling- Stratified Sampling, Cluster Sampling, Multistage Sampling. Non response in Sample Surveys, Field work and Processing of Survey data- tabulation and Analysis, Use of SPSS for analysis of Survey data using Complex Sampling Design Module.

Unit 4: Use of SPSS and other Statistical Software Packages for Data Analysis; Advanced Techniques for Data Analysis- ANOVA. Multivariate Data Analysis, Factor Analysis, Multiple Regression Analysis, Multiple Discriminant Analysis and Logistic Regression, Conjoint Analysis, Multidimensional Scaling and Clustering Methods.

Suggested Readings

1. Panneerselvam R., *Research Methodology*, New Delhi, Prentice Hall of India, latest Ed.
2. Green Paul e., Tull Donald s., Albaum G., Research for marketing decisions, 5th ed., New Delhi, Prentice Hall of India
3. E. Mcnabb David, *Research methods for political science: quantitative and qualitative methods*, new ed., New Delhi, Prentice Hall of India
4. Benet, Roger: *Management Research*, ILO, 1983
5. Fowler, Floyd, J. Jr., *Survey Methods*, New Delhi, Sage, 1999
6. Cauper, Baker, Bethlehehem, Clark, Martin, Nicholas and D'Reilly: Computer Assisted Survey Information Collection- Wiley Series in Survey Methodology, NewYork.

Paper MBA – C - 202: Project Management

Objectives

The objective of this course is to understand the framework for evaluating the project, capital expenditure proposals, their planning and management.

Course Contents

Unit 1: Sensing and understanding environment for business opportunities, Generation and Screening of Project Ideas; Project Formulation, Capital Expenditure - Importance and Difficulties; Market Demand Analysis; Technical Analysis.

Unit 2: Financial Analysis, Analysis of Project Risk; Firm Risk and Market Risk; Social Cost Benefit Analysis-Various approaches (LM, UNIDO); Multiple Projects and Constraints.

Unit 3: Network Techniques for Project Management; Time and Cost Trade-off, Project Review and Administrative Aspects.

Unit 4: Project Planning in India; Time and Cost Overrun in Public Sector Enterprises in India; Environmental Appraisal of Projects.

Suggested Readings

1. Chandra, Prasanna, *Projects: Preparation, Appraisal, Budgeting and Implementation*, Tata McGraw Hill, New Delhi, 2005
2. Kerzner H., *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*, John Willey & Sons, New Jersey, 2006
3. Desai, Vasant., *Entrepreneurial Development, Project Formulation Appraisal and Financing for Small Industry (3 vols)*. Himalaya Publ. N. Delhi,2006
4. Yound, Trevour L., *Planning and Implementing Project*, Sterling Publishing Ltd, 1998
5. Krishnan, Gopal P. and Moorthy, Ram V.E., *Text Book of Project Management* Mac Millan India Ltd, 1998
6. Singh, Narendra., *Project Management & Control* , Himalaya Publ., N. Delhi, 2003
7. Nabhi's Guide on SSI., Jain Brothers, New Delhi, 2000
8. OECD.*Manual of Industrial Project Analysis in Developing Countries*, IDBI Reprint, Bombay, 2002
9. Philipose, Susi, *Operation Research – A Practical Approach*,Tata Mc Graw Hill, N. Delhi, 1986

Paper MBA – C-203: Operations Management

Objectives

The objective of this course is to familiarize the student with decision making in planning, scheduling and control of production and operation functions in both manufacturing and services sectors, productivity improvement in operations through layout engineering and quality management etc., effective and efficient flow, replenishment and control of materials.

Course Contents

Unit 1: Nature and Scope of Production and Operations Management; Types of Manufacturing Systems and Layouts; Workshop Layout Planning and Analysis; Material Handling.

Unit 2: Production Planning and Control; Mass Production; Batch/Job order Production; T; Process, Planning, Scheduling.

Unit 3: Work Study, Method Study, Work Management; Work Environment-Industrial Safety, Safety Management.

Unit 4: Materials Management, Purchase Management, Stores Management; Quality Control, Total Quality Management, ISO 9000.

Suggested Readings

1. Chunawala, Patel, *Production & Operation Management*, New Delhi, Himalya Publishing House, 2007
2. Everette. A; Ebert, J. *Production And Operations Management: Concepts, Models And Behavior*,5th ed., New Delhi, Prentice Hall of India
3. Adam, E.E. and Ebert, R.J., *Production and Operations Management*, New Delhi, Prentice Hall of India, 1999
4. Moore, F.G. and Hendrick, T.E., *Production and Operations Management*, Illinois, Richard D. Irwin, 1992

Paper MBA – C-204: Human Resource Management

Objectives

The objective of this course is to familiarize the student with the various facets of managing people and to create an understanding of the various policies and practices of human resource management.

Course Contents:

UNIT 1: HRM- Concepts, Evolution, Objectives, Scope and Functions; HRM in a Changing Environment.

UNIT 2: Human Resource Planning, Job analysis; Job Design. Recruitment, selection, placement and induction, Training and Development, Career planning.

UNIT 3: Wage and Salary Administration- Objectives and Elements, Job evaluation, the Methods and Techniques, Fringe Benefits, Performance Appraisal.

UNIT-4: Trade Unions, Disciplinary Action, Grievance procedures, conciliation, arbitration and adjudication, collective bargaining and employee empowerment. Health and safety-statutory and non statutory welfare schemes, outline of social security measures in India,

Suggested Readings

1. Noe, Raymond; Hollenbeck, John; Gerhart, Barry; Wright, Patrick, *Human Resource and personnel Management*, 5th ed., New Delhi, Tata McGraw Hills, 2006
2. Dessler G., *Human Resource Management*, New Delhi, Prentice Hall of India 2009.
3. Derek Torrington, Laura Hall, Stephen Taylor, *Human Resource Management*, 6th ed., New Delhi, Pearson Education, 2004
4. Aswathappa, K., *Human Resource and Personnel Management*, New Delhi, Tata McGraw Hill, 2010.
5. De Cenzo, d.A. & Robbins S.P., *Human Resource Management*, New York, John Wiley, 2008.
6. Holloway, J. ed., *Performance Measurement and Evaluation*, New Delhi, Sage, 1995

Paper MBA – C-205: Financial Management

Objectives

The objective of this course is to familiarize the student with the broad framework of financial decision making in a business unit.

Course Contents

Unit 1: Aims and Objectives of Financial Management; Financial Analysis and Control; Cost-Volume-profit Analysis; Operating and Financial Leverage.

Unit 2: Time Value of Money; Instruments of Long Term Finance; Cost of Different Sources of Capital; Weighted Average Cost of Capital.

Unit 3: Optimum Capital Structure; Valuation and Rates of Return; Investment Decision, Methods of Capital Budgeting.

Unit 4: Short-term Financing; Management of Working Capital-Cash, Receivables and Inventory Management, Internal Financing and Dividend Policy.

Suggested Readings

1. Chandra, Prasanna, *Financial Management: Theory & Practice*, 6th ed. New Delhi, Tata McGraw Hill, 2010
2. Khan, M.Y.; Jain, P, *Financial Management*, 4th ed. New Delhi, Tata McGraw Hill, 2009
3. Pandey I.M., *Financial Management*, New Delhi, Vikas Publishing House, 2008
4. Bhalla, V.K. *Financial Management and Policy*, New Delhi, Anmol, 1998
5. Brealey, Richard A. and Myers Stewart C. *Principles of Corporate Finance*, 7th. ed., New Delhi, Tata McGraw Hill, 2003

Paper MBA – C-206: Marketing Management

Objectives

The objective of this course is to develop an understanding of the underlying concepts, strategies and issues involved in the marketing of products and services.

Course Contents

Unit 1: Marketing – Concepts, Evolution, Consumer Behaviour, Marketing Research; Consumer and Industrial Marketing.

Unit 2: Market Segmentation; Targeting and Positioning; Product Decisions; Product Mix; Branding; Packaging Decisions; Pricing Methods.

Unit 3: Promotion Decisions; Promotion Mix; Advertising; Sales Promotion; Publicity/Public Relations; Personal Selling; Channel Management.

Unit 4: Evaluation & Control of Marketing Efforts; New Issues in marketing - Globalization, Consumerism, Green marketing, Legal Issues.

Suggested Readings

1. Kotler, Philip, *Marketing Management*, New Delhi, Pearson Education, 2010
2. Kotler and Keller, Marketing Management, Prentice Hall, 2011
3. Rangan Kasturi, Qulech, Lal Rajeev, *Marketing Management Text & Cases*, New Delhi, Tata McGraw hill, 2009.
4. Ramaswamy, Namakumari, Marketing Management, Global Perspective- Indian Context, Mac Millian Publisher, India 2009.

Paper MBA – C-207: Management Information System (MIS)

Objectives

The objective of this course is to develop the basic understanding of management information systems and their application in business decisions.

Course Contents

Unit 1: Management Information Systems - Definition, Concept, Characteristics, Designing successful MIS, Advantages of MIS, Problems involved in Installing and Operating MIS, MIS Growth Stages Theory in an Organization, Limitations of MIS. Status of MIS Personnel, Dimensions of Information Need at Different levels of Management, Uncertainty Absorption & Planning, Organizing and Controlling.

Unit 2: Decision Support System - Its characteristics, Ingredients, Formulation of Programmed Decision Rules; Reporting - General Principles, Types of Reporting, Considerations of Developing Management Reporting System; Information Systems for Functional Areas - Accounting Information System, Financial Information System, Marketing Information System, Personnel Information System, Production Information System, Materials Handling Information System.

Unit 3: Database Management System - Introduction, Facilities of Database, Database Administrator, Abstract architecture for a database system – External level, Conceptual level, Internal level, Schema and Sub-schema. DBMS - Operational Steps, DDI, DML Data Structures and Corresponding Operations – Relational Approach, Hierarchical Approach. Network Approach, Relational Approach-Relations, Attribute, Domains, Cardinality, Idea of Normalization.

Unit 4: Enterprise Management System - Enterprise Planning, Business Process Re-engineering, Introduction to E-commerce.

Suggested Readings

1. Laudon K.C. & Laudon J.P. , *Management Information Systems : Organization & Technology*., New Delhi, Prentice hall of India, 2007
2. O'Brien, James, *Management Information Systems*, 6th ed., New Delhi, Tata McGraw Hill, 2004
3. Rahmatian S., *Management Information Systems*, New Delhi, Pearson education, 2005.
4. Jawadekar, W.S. *Management Information Systems*, New Delhi, Tata McGraw Hill, 2006

Paper- MBA – C - 208: Fundamentals of Agri Business Management

Objectives:

This course is designed to provide better understanding of growth and development of agriculture and agribusiness sector in India and abroad. It deals with various farming system, agricultural organizations/Agencies associated with development and dissemination of research results/technologies in agriculture.

Course Contents

Unit 1: Major Issues of Development, Agriculture in Economic Development, The Food Problem and Green Revolution, Sustainable Agriculture , Agribusiness Management, Agricultural Marketing, Agricultural Finance in India.

Unit 2: Nature, Composition and Organizational Structure of Existing and Emerging Rural Institutions, Decentralized Governance, People's Participation, Overview of Agribusiness Cooperative – Credit Cooperatives, Cooperative Marketing, Dairy Cooperative

Unit 3: Agricultural Input Marketing – Meaning and Importance, Agricultural Inputs and their Types, Public and Private Sectors in Agri- Input Marketing, Basic knowledge of Ago-Input Industry- Seed, Farm Machinery, Chemical and Organic fertilizers, Plant Protection Chemicals.

Unit 4: Policy Controls and Regulations Relating to the Industrial Sector with Specific Reference to Agro-Industries, International Trade in Agriculture – Basic Concepts, WTO and Its Implications, Impact of LPG on Agribusiness Sector.

Suggested Readings

1. Acharya, S. S. & Agarwal N. L. 2004. *Agricultural Marketing in India*. 4th Ed. Oxford & IBH.
2. Broadway, A.C. & Broadway, A. A. 2003. *A Text Book of Agri-Business Management*. Kalyani.
3. Singh, A.K. & Pandey S. 2005. *Rural Marketing*. New Age.
4. Singh, S. 2004. *Rural Marketing- Focus on Agricultural Inputs*. Vikas Publ. House
5. Ruddar, D and K.P.M. Sundaram (2000) *Indian Economy*, S. Chand & Company Ltd. Ramnagar, New Delhi 110055
6. C.B. Memoria, 2000. *Agricultural Problems of India*, Kitab Mahal, Allahabad
7. NCAP, 2003. *Institutional Change in Indian Agriculture*, NCAP, New Delhi
8. Saleth, R.M. 2000. *Institutional Issues in Indian Agriculture*, Delhi

Semester – III

Compulsory Papers

Paper MBA - C - 301: Strategic Management

Objectives

The objective of this course is to develop a holistic understanding of strategic processes and their impact on firm

Course Contents

Unit 1: Objective, Importance and Nature of Business Policy; Evolution of Strategic Management: An Overview, Strategic Management Process and Strategic Framework.

Unit 2: Analysis of External and Internal Environment; Vision, Mission, goals and Objective Setting; SWAT Analysis, Identifying Strategic Alternatives.

Unit 3: Strategy Evaluation and Selection; Matching Strategy with Organization Structure and Culture, Porter's Generic Strategies, Mc Kinsey's 7s Framework, BCG Model.

Unit 4: Implementing Strategy; Strategic Control Process; Control System, Strategic Audit.

Suggested Readings

1. Fred David. *Strategic Management,10th ed.*, Prentice Hall, New Delhi
2. Gupta, Golakota & Srinivasan. *Business Policy and strategic management*, Prentice Hall, New Delhi, 2005
3. Thompson & Strickland. Crafting & Executing Strategy, 14th ed., Tata McGraw Hill, 2006
4. Wheelen & David Hunger. *Strategic Management & Business Policy*,10th ed., Prentice Hall, New Delhi
5. Pearce, Rovinson & Richard. *Strategic Management 9th ed.*, Tata McGraw Hill, 2005
6. Ghemawat, Pankaj. *Strategy & the business landscape*, Pearson, New Delhi, 2000
7. Kazmi A., *Business Policy & Strategic Management,2nd ed.*, New Delhi, Tata McGraw Hills, 2002
8. Pearce, John; Rovinson, Richard, *Strategic Management,9th ed.*, New Delhi, Tata McGraw Hill, 2005
9. Budhiraja, S.B. and Athreya, M.B., *Cases in Strategic Management*, Tata McGraw Hill New Delhi, 2006
10. Hamel, G. and Prahlad, C.K., *Competing for the Future*, Boston, Harvard Business School Press, 1994
11. Hitt, Ireland, Hoskinson, *Strategic Management – Competitiveness & Globalisation*, South Western, 2004
12. Ansoff, H. Igor, *Implanting Strategic Management*, Prentice Hall, New Jersey, 1990

Paper MBA – C - 302: Business Ethics

Objectives

The objective of this course is to familiarize the student with the principles of ethical behaviour in business, values and ethical management.

Course Contents

Unit 1: Managerial Myopia regarding Ethical Behaviour in Business - Significance of Business Ethics, Morality and Law, Contemporary Ethical challenges in Business.

Unit 2: Ethics as a Strategic Response in Business - Values and Vision in the Strategic Management Process; Qualities of Ethical Leadership.

Unit 3: Approaches to Ethical Thinking - Teleological, Deontological, Virtue-based and Holistic; Ethical Dilemma - Nature, Levels and Significance; Dilemma Resolution Process; Important Areas of Managerial Dilemmas.

Unit 4: Ethical Management Tools - Whistle-blowing; Ethical Audits; Ethics Committees; Ethics Strategy; Relevance of Indian Thought for Modern Management.

Suggested Readings

1. Chakraborty, S.K., *Foundations of Managerial Work – Contributions from Indian Thought*, Himalaya Publishing House, Delhi, 2005.
2. Manuel G. Velasquez, *Business Ethics: Concepts & Cases*,5th ed., Prentice Hall of India, New Delhi.
3. Ferrell O.C., Peterson R.A., *Business Ethics: New Challenges For Business Schools And Corporate Leaders*, Prentice Hall of India, New Delhi, 2001
4. Sadri: *Business Ethics; Concepts andCases*, TMH, 1998
5. Chakravorty, S. K , *Management Effectiveness and Quality of Work life – Indian Insights*, Tata McGraw Hill Publishing Company, New Delhi, 1987.
6. Chakravorty, S.K, *Management by Values*, Oxford University Press, 1991.
7. Drucker Peter F; *Management in Turbulent times*, Pan Books London, 1983.
8. Kumar.S. & N.Kuberoi, *Managing Secularism in the New Millennium*, Excel Books,2000.
9. Griffuths. B. *The Marrigae of East and west*, Colling, London, 1985.
10. Gandhi M.K *The Story of My Experiments with Truth*, Navjivan Publishing House, New Delhi, 2006

Specialization: Area - Marketing Management

Paper MBA-M-303: Consumer Behaviour

Objectives

The objective of this course is to develop an understanding about the consumer decision making process and its applications in marketing functions of firms.

Course Contents

Unit 1: Introduction to Consumer Behaviour; Consumer Behaviour and Marketing Strategy; Consumer Involvement and decision Making; Information Search Process; Evaluative Criteria and Decision Rules.

Unit 2: Consumer Motivation; Information Processing and Consumer Perception; Consumer Attitudes and Attitude Change; Influence of Personality and Self Concept on Buying Behaviour; Psychographics and Lifestyle; Reference Group Influence; Diffusion of Innovation and Opinion Leadership; Family Decision Making; Industrial Buying Behaviour.

Unit 3: Pre-Post Purchase Behavior – Factors Influencing Consumer Behavior, Customer Satisfaction, Service Quality.

Unit 4: Models of Consumer Behaviour; Consumer Behaviour Audit; Consumer Behaviour Studies in India.

Suggested Readings

1. Hawkins, Del; Best, Roger; Mookerjee, Amit, *Consumer Behaviour, 8th ed.*, Tata Mcgraw Hills, New Delhi, 2002
2. Schiffman & Kanuk L.L., *Consumer Behaviour*, 8th ed. Prentice Hall of India, New Delhi.
3. Michael R. Solomon, *Consumer Behavior: Buying, Having, And Being*, 5th ed., Prentice Hall Of India, New Delhi.
4. Assael, H, *Consumer Behaviour and Marketing Action*, Ohio, south western, 1995
5. Hawkings D U etc., *Consumer Behaviour: Implications for Marketing Strategy*, Texas, Business, 1995

Paper MBA-M-304: Product and Brand Management

Objectives

The objective of this course is to impart in-depth knowledge to the students regarding the theory and practice of product and brand management.

Course Contents

Unit 1: Product – Classification, PLC Strategies, product Management Concepts, New Product Panning and Development; Product – Brand Life cycle, Understanding Brands – Brand Hierarchy, Brand Personality, Brand Image, Brand Identity, Brand Positioning; Brand Equity; Value Addition from Branding – Brand- Customer Relationships, Brand Loyalty and Customer Loyalty.

Unit 2: Managing Brands; Brand Creation, Brand Extensions; Brand-Product Relationships, Brand Portfolio, Types of Branding

Unit 3: Brand Assessment through Research – Brand Identity, Position, Image, Personality Assessment and Change; Brand Revitalization, Brand failures.

Unit 4: Financial Aspects of Brand; Branding in Different Sectors – Customer, Industrial, Retail and Service Brands, Global Branding.

Suggested Readings

1. Gupta, S. S. *Brand Positioning*, 2nd ed.Tata McGraw Hill ,New Delhi, 2005
2. Kapferrer, J. N. , *Strategic Brand Management*, Global Business Press / Kogan Page, 1992
3. Keller K.L., *Strategic Brand Management: Building, Measuring, and Managing Brand Equity*, Prentice Hall Of India, New Delhi, 2003

Paper MBA-M-305: International marketing

Objectives

The objective of this course is to familiarize the student with environmental, procedural, institutional and decisional aspects of international marketing.

Course Contents

Unit 1: International Marketing - Definition, Concept and Setting, Distinctions between International Trade, Marketing and Business; Economic Environment of International Marketing.

Unit 2: International Institutions – World Bank, IMF, UNCTAD, WTO, Customs Union, Common Markets, Free Trade Zones, Economic Communities; Constraints on International Marketing –Fiscal and Non-fiscal Barriers, Non-tariff Barriers; Trading Partners – Bilateral Trade Agreements, Commodity Agreements and GSP.

Unit 3: India and World Trade, Import and Export Policy, Direction and Quantum of India's Exports; Institutional Infrastructure for Export Promotion; Export Promotion Councils, Public Sector Trading agencies, ECGC, Commodity Boards etc.; Procedure and Documents – Registration of Exporters, Export Quotations, Production and Clearance of Goods for Exports, Shipping and Transportation, Insurance, Negotiation of Documents; Instruments of Payments – Open Account, Bills of Exchange, Letter of Credit.

Unit 4: Export Finance; International Marketing Mix – Identification of Markets, Product Policy, International Product Life Cycle, Promotion Strategy, Pricing Strategy and Distribution Strategy; Various Forms of International Business; Marketing of Joint Ventures and Turnkey Projects.

Suggested Readings

1. Cateora P.Graham J.L., *International Marketing 10th ed.*, Tata McGraw Hills, New Delhi, 2001
2. Keegan W.J., *Global Marketing Management*, Prentice Hall of India, New Delhi, 1995
3. Onkvisit S., Shaw J.J., *International Marketing* , Prentice Hall of India, New Delhi, 1996
4. Keegan, W., *Global Marketing Management*, Prentice Hall Inc., 7th ed., Englewood Cliffs, New Jersey
5. Onkvisit, Sak and Shaw J.J., *International Marketing : Analysis and Strategy*, Prentice Hall of India, New Delhi, 1995

Specialization: Area - Human Resource Management

Paper MBA-H-303: International Human Resource Management

Objective:
The course aims to impart human management skills in a cross cultural Organization. The uniqueness of cross cultural environment is well appreciated in this course and it aims to focus on adopting a different approach for a cross cultural Organization.

Course Contents:

Unit-I: Human and Cultural Variables in Global Organization; Cross Cultural Differences and Managerial Implications; Cross Cultural Research Methodologies and Hofstede's Hermes Study;

Unit – II: Cross Cultural Leadership and Decision Making; Cross Cultural Communication and Negotiation; Structural Evolution of Global Organisations;

Unit – III: Human Resource Management in Global Organisation; Selection, Source, Selection Criteria for International Assignment.

Unit – IV: Compensation and Appraisal in Global Perspective, MNC and Compensation System.

Suggested Readings:

1. Alder. N. J. International Dimensions of Organizational Behaviour. Boston, Kent Publishing, 1991.
2. Bartlett, C and Ghosal, S. Transnational Management: Text, Cases and Readings in Cross Border Management. Chicago, Irwin, 1995.
3. Dowling, P. J. etc. International Dimensions of Human Resource Management. 2nd ed. California Wadsworth, 1994.
4. Hofstede, G. Cultures Consequence: International Differences in work Related Values. London, Sate, 1984.
5. Marcic, D and Puffer, S.M. Management International: Cases, Exercises and Readings. St. Paul, West Publishing, 1994.
6. Mead, R. International Management: Cross Cultural Dimensions. Blackwell, Camb., Mass., 1994.Mendenhall , M. etc. Global Management. Cambridge Massachusetts., Blackwell, 1995.

Paper MBA-H-304: Human Resources Development

Objective: This course aims to facilitate an understanding of the concepts, methods and strategies for HRD.

Contents:

Unit I: Concept of HRD, need for HRD, HRD process, HRD methods or Mechanism and HRD Systems, Planning and Organising the HRD system, Designing HRD Programme,

Unit II:,Training & Development – Process of designing and Organising programmes, Organization development interventions,

Unit III: Performance appraisal – processes and methods, Potential appraisal and Career Planning and Development – processes and approaches,

Unit IV: HRD Audit, Research in human resources - Multi source feedback system, Knowledge Management, Technology and HRD, experiences of HRD in various sectors of economy

Suggested Readings:

1. Uday Kumar Haldar : Human Resource Development: Oxford Univ Press, latest
2. David Mankin: Human Resource Development: Oxford Univ, latest print
3. P.C.Tripati: Human Resource Development: Sultan Chand & sons, 2009
3. D.M.Silvera, Human Resource Development: N.Delhi publication
4. T.V.Rao, Human Resource Development: New Delhi sage
5. Aloke K Sen, Human Resource: Development, Planning & Deployment Asian Books Private Ltd, 2007
6. P.Nick Blanchard & James W.Thackker: Effective Training: Pearson, Latest

Paper MBA-H- 305: Management of Industrial Relations

Objectives

The objective of this course is to familiarize the student with the conceptual and practical aspects of management of industrial relations.

Course Contents

Unit 1: Industrial Relations Perspective, Industrial Relations and the Emerging Socio-economic Scenario, Industrial Relations and the State, Legal Framework of Industrial Relations.

Unit 2: Future of Trade Unions, Trade Union and Employee, Trade Union and Management; Discipline and Grievance Management, Counseling Principles and methods, Negotiation and Collective settlements.

Unit 3: Participative Management and Co-ownership, Productive Bargaining and Gain Sharing; Employee Empowerment and Quality Management; Industrial Relations and Globalization; Industrial Relations and Technological Change.

Unit 4: Emerging Trends in Industrial Relations due to Restructuring and Re-engineering; Labour Flexibility; Changing Role of State and Industrial Relations.

Suggested Readings

1. Arthur A., Witney F., *Labour Relations*, Pearson Prentice Hall, 1967
2. Budd J.W. , *Labour Relations : Striking a Balance* , 2nd ,McGraw Hill
3. Pylee M.V. & George A.S., *Industrial Relations & Personal Management*, Vikas Publishing House, New Delhi, 1995
4. Srivastava S.C., *Industrial Relations & Labour Laws*, 4th ed., Vikas Publishing House, New Delhi, 2000
5. Davar R.S., *Personal Management & Industrial Relations*, 10th Vikas Publishing House, New Delhi,
6. Memoria C.B., Memoria S., Gankar S.V., *Dynamics of Industrial Relations*,16th ed. Himalya Publishing House, New Delhi, 2005
7. Ramaswamy, E.A., *The Strategic Management of Industrial Relations*, Oxford University Press, New Delhi, 1994

Specialization: Area - Financial Management

Paper MBA-F - 303: Financial Institutions and Markets

Objectives

The objective of this course is to familiarize the student with the working of financial institutions, banks and other financial markets.

Course Contents

Unit 1: The Role and importance of Financial Institutions, Interest Rate analysis, Yield Curve, Financial Planning of Financial Institutions. Major Segments of Financial Markets: Money Market, Capital Market, Foreign Exchange Market and Govt. Security Market.

Unit 2: Commercial Banks, Insurance Companies and other Thrift Institutions- Functions, Capital Adequacy and Capital Planning, Growth Strategy.

Unit 3: Money Market: Call Money Market, Bill Market, Repo Market, T Bill, Commercial Paper, Certificate of Deposits, RBI's Operations, Credit and Monetary Planning.

Unit 4: Capital Market: Primary and Secondary Market, Cash/Spot Market and Derivative Market, and Equity and Debt Market, Role of SEBI: Fair market practice and Investor Protection, Recent Trends in Security market.

Suggested Readings

1. Saunders, Anthony, *Financial Markets and Institutions*,2nd ed, Tata McGraw Hills, New Delhi, 2004
2. Bhole, L, *Financial Institutions and Markets*,4th ed., Tata McGraw Hills, New Delhi,2005
3. Fabozi F.J., Modigilani, Jones, Ferri. G., Foundations of Financial Markets & Institutions, Prentice Hall, 2002
4. Bhalla, V.K., Indian Financial System, Anmol, 2008.
5. Khan, M. Y., *Indian Financial System*, Tata McGraw, N.Delhi , 2006
6. Bhole, L.M., *Indian Financial System*, Tata Mc-Graw Hill, N. Delhi, 2008
7. Frasen and Rose, *Financial Institutions and Markets in a Changing Worlds*,Business Publications Inc. Texas, 1985
8. Dietrich, J.K, *Financial Services & Financial Institutions*, Prentice Hall, New Jersey, 1997
9. Marshall and Bansal, *Financial Engineering: A Complete Guide to Financial Innovation*, PHI, N Delhi, 2001

Paper MBA-F-304: Security Analysis

Objectives:
The objective of this course is to impart knowledge to students regarding the theory and practice of Security Analysis and Investment Decision Making Process.

Course Contents:
Unit-1: Structure of Securities Market, Investment Instruments of the Money Market and Capital Market, Operations of Indian Stock Market, Market intermediaries, Market Indices and Return, Recent Developments in the Indian Stock Market.

Unit-2: Mechanics of Investing; Investment Return and Risk, Risk diversifications, Systematic and unsystematic risk, Cost of Investing in Securities.
Unit-3: Fundamental and Technical approach of Stock Market. Fundamental analysis-Economic, Industry and Company Analysis. Technical Analysis-Dow Theory, Elliot Wave theory.
Unit-4: Valuation of Bonds, Equity and Options, Random Walk and Efficient Market Theory, Forms of market efficiency- Weak form, Semi-strong form and Strong Form.

Suggested Readings :

1. Bhalla, V.K., Investment Management : Security Analysis and Portfolio Management., 8th ed., New Delhi, S.Chand, 2007.
2. Alexander, Sharpe & Bailey, Fundamentals of Investments, 3rd ed.,
3. Haugen, Modern Investment Theory, 5th ed., 10, 2003, Pearson Education.
4. Sharpe, Alexander & Bailey, Investments, 6th ed., 23, PHI, 2003.
5. Avadhani, V.A., Securities Analysis and Portfolio Management, 9th ed., 2006, Himalaya Publishing House.
6. Singh, Preeti, *Investment Management*,11th ed.Himalaya Publishing House, 2006
7.Fisher, D.E. and Jordan, R.J., *Security Analysis and Portfolio Management*,6th ed. Prentice Hall of India, New Delhi, 1995

Paper MBA-F - 305: International Financial Management

Objectives

The objective of this course is to provide the students an overall view of international financial system, markets, risks, fund raising and financial management of multi-national corporations.

Course Contents

Unit 1: International Monetary System: Developments in the international monetary system, gold standard, Bretton Woods system of exchange rate, exchange rate regime since mid-1970s. IMF and international liquidity, System of exchanging currencies. Exchange rate quotation and determination, Types of quotes, Determination of exchange rate in spot and forward market. PPP theory, IRP theory, monetary theories of exchange rate determination, overshooting models.

Unit 2: Foreign exchange market - spot and forward. Participants in foreign exchange market – arbitraging, hedging and speculation, covered interest rate arbitrage. Borrowing and investing markets. Tax consideration and investment. Exchange rate risk: translation, transaction and real operating exposure - their measurement and management. Parity Condition and Currency Forecasting. Management of Accounting and Economic Exposures Market for derivatives, currency futures, options and synthetics, currency risk management, financial swaps and interest-rate risk management.

Unit 3: Raising money from International Markets, Country Risk Analysis. Multilateral development banks, Euro-banking, Market for international securities – international bonds, Euro notes and Euro-commercial papers, Medium-term Euro-notes. Financing of foreign trade: Foreign trade documents, models of payment, Pre-shipment, post-shipment and medium-term credit, forfeiting.

Unit 4: Financial Management of MNC-Cost of Capital, Capital Structure, Foreign Direct Investment. Investment decisions of (MNCs)- Estimation of cash flows, capital budgeting, Portfolio consideration of a multinational corporation. Working capital decisions of MNCs- Cash management. Management of receivables and inventory.

Suggested Readings

1. Apte P., *International Financial Management*, 4th ed. Tata McGraw Hills, New Delhi, 2006
2. Eun, Cheol, *International Financial Management*, 3rd ed. Tata McGraw Hills, New Delhi, 2004
3. Vyuptakesh S., *International Financial Management*. Prentice Hall of India, New Delhi, 2003
4. Bhalla, V.K., *International Financial Management*, Anmol, 2001
5. Shapiro, Alan C., *Multinational Financial Management*, Prentice Hall of India, New Delhi, 2003
6. Baker J.C., *International Finance, Management, Markets and Institutions*, Englewood Cliffs: Prentice Hall, 1998
7. Levi, Maurice, *International Finance*, McGrawHill Inc., Newyork, 1996
8. Eiteman, David K., Stonehill, A. and Moffett, M. H., Multinational Business Finance, Reading mass., Wesley Publishing Company, Addision , 1998
9. Rodrigues Rita M. and E. Eugene Carter, *International Financial Management*, PHI, N Delhi, 1998
10. Rajawade. A.V, *Foreign Exchange, International Finance and Risk Management*, Academy of Business Studies, 1996

Specialization: Area - Agri – Business Management

Paper MBA-A - 303: Agro and Food Marketing

Objectives:
This course is designed to give a clear understanding of theoretical and practical elements of agro-food marketing, from commodities to end products and to give experience in the analysis and design of marketing plans for agribusiness firms

Course Contents

Unit 1: Introduction to Food and Agro Marketing, Concepts and Scope, Types of Markets, Food Consumption and Marketing, Market Surplus - Models, Marketing Margin, Power and Efficiency, Emerging Trends.

Unit 2: Marketing Institutions in Agricultural Markets, Cooperative Marketing, Commodity Boards, Future Markets, Policy Interventions-Agriculture Price Determination, Agriculture and Food Marketing Mechanism.

Unit 3: Farm Inputs-Demand and Supply, Distribution, Farm Products-Grading and Standardization, Pricing, Storage and Warehousing, Packaging, Transportation, Promotion, Forward Trading, Speculation and Hedging, Demand Supply Models.

Unit 4: Strategic Issues in Marketing of Certain Agricultural Commodities (Grain, Poultry, Livestock, Milk and Dairy Products, Fruits and Vegetables, Fresh Flowers Etc.), Determinants of Market Performance, Market Integration - Horizontal and Vertical, Contract Farming, Competitiveness of Agribusiness Industries.

Suggested Readings

1. Kohls, Richard L. and Joseph N. Uhl., *Marketing of Agricultural Products*, Prentice Hall, 2002
2. Acharya, S.S. and Agarwal, N.L. *Agricultural Marketing in India*. Oxford and IBH Publishing Co. Pvt. Ltd., 2004
3. Abbott, John Cave. *Agricultural and Food Marketing in Developing Countries*: Selected Readings, 1993
4. Cowford, I.M. *Agricultural and Food Marketing Management*. FAO publication, 1997
5. Tomek, W.G. and Robinson, K.L. *Agricultural Product Prices*. Cornell University Press, 1972
6. Wierenga, Berend, et al *Agricultural Marketing and Consumer Behaviour in a Changing World*, 1997

Paper MBA-A - 304: Agricultural Credit and Micro Finance

Objectives

The objective of this course is to develop clear understanding regarding the evolving credit needs of people concerned for agribusiness and various institutions operating in the sector. This course will also help to learn various approaches methodologies, tools and techniques in making micro finance and its institutions sustainable for growth with social justice.

Course contents

Unit 1: Agriculture Finance- Concepts and Scope, Classification, Rural Credit Structure, Agencies of Agriculture Finance, Role of Credit in Agribusiness Development

Unit 2: Test of Farm Credit Proposals- Economic Feasibility Tests of Credit, Five Cs' of Credit, 'Seven Ps' of Credit, Procedural Formalities in Sanction of Farm Loans, Credit Worthiness, Repayment Plans

Unit 3: Micro- Finance- Concept and Scope, Micro- Finance Products and Services, Microfinance Institutions- Importance, Types, Role of Micro- Finance in Agribusiness Development

Unit 4: Micro Finance delivery Models, Funding and Donor agencies of Microfinance, MIS and Microfinance, Sustainability of MF Institutions, Regulation and Co-Ordination of Microfinance Institutions, Success Stories of Microfinance

Suggested Readings

1. Reddy, S. and Raghu Ram, P. *Agricultural Finance and Management*, Oxford and IBH, New Delhi, 1996
2. Pandey U.K. *An Introduction to Agricultural Finance*. Kalyani Publishers, New Delhi, 1990
3. Renson (Jr), John B. and David, A .L, "*Agricultural Finance: An Introduction to India*" New Delhi, 1980
4. Karmakar, K. G. *Rural Credit and Self- Help Groups: Micro- finance Needs and Concepts in India*. Sage Publications, New Delhi,1999
5. Ledgerwood, J. 1999. *Sustainable Banking with the Poor- Microfinance Hand Book- An Institutional and Financial Perspective* The World Bank, Washington D.C.
6. Bright, H. 2006. *Access for All- Building Inclusive Financial System*. The International Bank for Reconstruction and Development. The World Bank, Washington D.C.

Additional Readings

1. Nirmal, Fernando, A. "*Micro-finance-Industry in Asia- Achievements and challenges*", Asian Development Bank, Manila, 2005
2. Ananth, Bindu and George, S.A. , "*Scaling up Micro-Financial Services: An Overview of Challenges and Opportunities*" ICICI Social Initiatives, Mumbai, 2003
3. Arunachalam, R.A. "*Delinquency Management in Micro-finance Institutions*", Micro- Finance Consultative Group, India, 2002
4. World Bank , "*Regulation and Supervision of Micro-Finance*", Donor Brief, # 12, 2003
5. Waterfield, C. and Ramsing, N. " *Management Information System for Micro-Finance Institutions-*
6. *A Hand book*", CGAP World Bank, Chapters 1, 3 and 4, 1998
7. Arunachalam, R. S. MFI *Based Internal Performance Standards for Portfolio and*
8. *Delinquency Management and Sustainable Micro-Finance*, Micro-finance Consultative Group, India, 2002

Paper MBA -A - 305: Farm Business Management

Objectives

The objective of this course is to provide an understanding of the organization and operation of farm as a basic unit of production for maximizing profits on a continuing basis, to have a clear understanding regarding the analysis of the farming resources, alternatives, choices and opportunities within the framework of resource restrictions and social and personal constraints of farming business and to develop a clear understanding regarding various types of risk in agriculture farm, tools to analyze risk situations and strategies for its management.

Course contents

Unit 1: Nature, scope, characteristics and role of farm business management; farm management decisions; farm management problems

Unit 2: Principles of farm management decisions – principle of variable proportion, cost principle, principle of factor substitution, law of equi-marginal returns, opportunity cost principle, etc.

Unit 3: Management of farm resources – Land, Labour, Farm machinery, Farm building, etc.

Unit 4: Risk and uncertainty in farming -sources of uncertainty in farming, management strategy to counteract uncertainty and decision making process in farm business management under risks and uncertainty, Risk Coping Mechanism in both plain and hilly areas.

Suggested Readings

1. Heady EO & Jensen H. 1960. *Farm Management Economics*. Prentice Hall.
2. Johl SS & Kapoor TR. 1973. *Fundamentals of Farm Business Management*. Kalyani Publ.
3. Kahlon AS & Singh K. 1992. *Economics of Farm Management in India*. Allied Publ.
4. Panda SC. 2007. *Farm Management & Agricultural Marketing*. Kalyani Publ.
5. Singh. J.J, : *Elements of Farm Management Economics*, East-West Press, 1977
6. Tandon, R.K. and Dhondyal, S.P. "*Principles and Methods of Farm Management*", Achal Prakashan Mandir, Parmat, Kanpur, 1967

Additional Readings

1. Yang, W.Y, *Methods of Farm Management Investigations*, FAO, Rome, 1958
2. Ramaswami, B., Ravi, S. and Chopra, S.D. *Risk Management-State of Indian Farmer*, Department of Agriculture and Cooperation, Ministry of Agriculture, Government of India, 2004
3. Fafchamps, M. and Elgar, E. *Rural Poverty, Risk, and Development*, Northampton, MA, USA, 2003
4. Policy Paper on Comprehensive Crop Insurance: Ministry of Agriculture, Government of India
5. Bakker, E.J. and Volters-Noordhoff., *Rainfall and Risk in India's Agriculture*, Groningen, The Netherlands, 1992
6. Hnaeveld, K, W.K. and Schweignan, C., *Risk in agriculture: Decision models for risky situations*, 1985

Semester – IV

Paper MBA C 401: Entrepreneurship Development and Small Business Management

Objectives

The objective of this course is to expose the students to the development of entrepreneurship and management of small business in India.

Course Contents

Unit 1: Entrepreneurial Traits, Types and Significance – Definitions, Characteristics, Qualities and Functions of Entrepreneurs, Role and Importance of Entrepreneur in Economic Growth, Competing Theories of Entrepreneurship; Entrepreneurial Inputs; Entrepreneurial Behaviour and Motivation; Entrepreneurial Achievement and Success; Innovation and Entrepreneur.

Unit 2: Establishing Entrepreneurial Units – Search for Business Idea, Idea Processing, Input Requirements, Fixed and Working Capital assessment, Financing, Technical assistance, Marketing Assistance, Preparation of Feasibility Reports, Legal Formalities and Documentation.

Unit 3: Small Business in Indian environment – Institutional set-up – National, State and District Level Policies Governing Small Scale Units, Technological Know-how and Appropriate Technology, Linkage between Small and Big Business, Organization Structure and Other Characteristics of Small Business.

Unit 4: Special Problems in the Management of Small Business in Various Functional Areas like Finance, Marketing, production and Personnel, Sickness in the Small Scale Sector and remedial measures, Modernization of Small and Village Industries, Institutions Assisting Export Promotion of Small Business in India.

Suggested Readings

1. Robert D., Michael P., *Entrepreneurship*, 6th ed. New Delhi, Tata McGraw hill publications, 2006
2. Raymond W. Y. Kao, *Entrepreneurship*, Prentice Hall, New York,1995
3. Marc J. Dollinger *Entrepreneurship*, Prentice Hall, New Jersey, 1999
4. Drucker, Peter, *Innovation and Entrepreneurship: Practice & Principles*, New Delhi. Affiliated East West Press Pvt. Ltd., 1991
5. Colin Barrow , *The Essence of Small Business*, Prentice-Hall, New Delhi, 1997
6. Heisriche: Enterpreneurship,6th ed., 2006

Paper MBA C 402: Business Legislation

Objectives

This course is designed to assist the students in understanding basic laws affecting the operations of a business enterprise.

Course Contents

Unit 1: The Indian Contract Act, 1872: Essentials of Valid Contract, Void Agreements, Performance of Contracts, Breach of Contract and its Remedies, Quasi-Contracts, Contingent contracts, Contracts of Bailment, Indemnity & Guarantee, Agency;

Unit 2: The Sale of Goods Act, 1930: Formation of a contract, Rights of an Unpaid Seller; Negotiable Instruments Act, 1881: Nature and Types, Negotiation and Assignment, Holder-in-Due Course, Dishonour and Discharge of a Negotiable Instrument, Arbitration, Endorsement.

Unit 3: The Companies Act, 1956 : Nature and Types of Companies, Formation, Memorandum and Articles of Association, Prospectus Allotment of shares, Shares and Share Capital, Membership, Borrowing Power, Management and Meetings, Accounts and Audit Committee, Compromise Arrangements and Reconstruction, Prevention of Oppression and Mismanagement, Winding Up;

Unit 4: Consumer Protection Act and Cyber Laws, Right to Information Act, Competition Act; Corporate Governance.

Suggested Readings

1. Kapoor N.D., *Elements of Mercantile Law*, S. Chand & Co, New Delhi, 2002
2. Kucchal M.C., Business Law, Vikas Publishing House, New Delhi, 2004
3. Tulsian P.C., Business Laws,2nd ed. Tata McGraw Hills, New Delhi, 2001
4. Chadha P.R., *Mercantile Law*, Galgotia Publishing House, New Delhi, 2002
5. Avtar Singh, *Company Law*, Lucknow, Eastern, 1996
6. Tuteja, S K., *Business Law for Managers*, S.Chand & Co., New Delhi, 1998

Paper MBA-M-403: Advertising & Sales Promotion Management

Objectives

The objective of this course is to familiarize the student with concepts, techniques for developing an effective advertising programme and about concepts, methods and strategies of sales promotion.

Course Contents

Unit 1: Advertising's Role in the Marketing Process: Legal Ethical and Social Aspects of Advertising; Process of Communication-Wilbur Schramm's Model, Two Step Flow of Communication, Theory of Cognitive Dissonance and Clues for Advertising Strategies: Stimulation of Primary and Selective Demand-Objective Setting and Market Positioning; Dagmar Approach-Determination of Target Audience.

Unit 2: Building of Advertising Programme-Message, Headlines, Copy, Logo, Illustration, Appeal, Layout; Campaign Planning; Media Planning; Budgeting; Valuation-Rationale of Testing Opinion and Aptitude Tests, Recognition, Recall, Experimental Designs.

Unit 3: Advertising Organizations-Selection Compensation and Appraisal of an Agency; Electronic Media Buying Advertising Campaign-Advertising V/s Consumer Behaviour; Sales Promotion- Role of Creative Strategies; Advertising-Retail national, Cooperative, Political International, Public service Advertising.

Unit 4: Sales Promotion and Marketing Mix; Nature and Types of Sales Promotion; Consumer Behaviour and Sales Promotion; Deal Prone Consumer; Economic Theories of Promotion; Sales Promotion's Impact on Sales; Evaluation of Sales Promotion Experiments; Choice and Purchase Timing Models; Manufacturer Promotion Planning Process; Retailer Promotion Planning Process; Strategic Issues in Designing Promotional Strategies; Substantive Findings and Issues on Coupons, Trade Dealings, and Retail Promotions.

Suggested Readings

1. Sengupta, Subroto, *Brand Positioning: Strategies for Competitive Advantages*,2nd ed. Tata McGraw Hill, New Delhi, 2005
2. Kazmi & Batra S. , Advertising & Sales Promotion, 2nd ed., Excel Books, New Delhi.
3. Schultz Don E , *Strategic Advertising Campaigns*, 4th ed., Crain Books
4. Choudhury P.,Elliot R., & Toop A., *Successful Sales Promotion* Orient Longman, 1996
5. Beleh, G.E. and Beleh, M.A., *Introduction to Advertising and Promotion*, Irwin, Chicago, 1995
6. Hard, Norman, *The Practice of Advertising*, Oxford, Butterworth-Heinemann, 1995

Paper MBA-M-404: Marketing of Services

Objectives

The objective of this course is to develop insights into emerging trends in the service sector in a developing economy and issues in the marketing of services.

Course Contents

Unit 1: The emergence of Service Economy, Nature of Services and its Characteristics, Goods vs Services Marketing.

Unit 2: Marketing framework for Service Business, Classification of Service and Services Mix, Service Product, Development, Service Vision and Service Strategies, Quality Issues, Quality Models.

Unit 3: Internal, External and Interactive marketing, Advertising, Branding and Packaging of Services, Recovery and Relationship Marketing.

Unit 4: Marketing of Financial and Insurance Services-the Indian Scene, Service Marketing aspect of Business Provider Organizations and Outsourcing.

Suggested Readings

1. Lovelock, C., *Services Marketing*, Prentice Hall Inc., New Jersey, Englewood Cliffs, 1993
2. Newton, M.P. and Payne, A., *The Essentials of Services Marketing*, Prentice Hall of India, New Delhi, 1996
3. Christian Gronroos, Chichester, *Customer Relationship Management Approach*, 2nd, John Wiley and Sons,
4. Valerie A. Zeithaml and Mary Jo Bitner, *Services Marketing*, 6th ed., McGraw-Hill International Edition, New York, 2002
5. Hoffman K.D. and J. E. G. Bateson, *Essentials of Services Marketing: Concepts Strategies and Cases*, New York: Thomson- South Western), 2002

Zethami, V.A. and Bitner, M.J., *Services Marketing*, McGraw Hill, New York, 1996

Paper MBA-H-403: Human Resource Accounting and Compensation Management

Objectives

The objective of this course is to familiarize the student with the concepts of human resource accounting and compensation management.

Course Contents

Unit 1: Human Resource Information system, Human Resource Valuation and Accounting, Human Resource Audit; HR Accounting Models.

Unit 2: Conceptual and Theoretical Understanding of Economic Theory related to Reward Management, Reward and Recognition in relations to Satisfaction and Motivation, Linking Compensation and Rewards to Productivity, Quality, Service, Speed, Planning for Improved Competitiveness; Determination of Inter and Intra-industry Compensation Differentials, Its Evaluation and Benchmarking.

Unit 3: Tools used in Designing, Improving and Implementing Compensation Packages, Designing Compensation Packages for Different Levels and Grades in an Organization, Compensation Packages like Fringe Benefits, Incentives and Retirement Plans.

Unit 4: Statutory Provisions Governing Different Components of Rewards System, Working of Different Institutions related to Reward System like Wage Boards and Pay Commissions, IT-based Compensation Packages.

Suggested Readings

1. Flamholtz, Eric, *Human Resource Accounting: Advances in Concepts, Methods and Applications*, Kluwer Academic publishers, 1999
2. Martochio J., *Strategic Compensation: A Human Resource*, 4th ed. Prentice Hall
3. Henderson, R.I., *Compensation Management: Rewarding Performance*, Prentice Hall Inc., Englewood Cliffs, New Jersey, 1994

Paper MBA-H-404: Legal Framework Governing Human Relations

Objectives

The objective of this course is to provide an understanding, application and interpretation of the various labour laws and their implications for industrial relations and labour issues.

Course Contents

Unit 1: Emergence and Objectives of Labour Laws and their Socio-economic Environment; Industrial Relations Laws - Laws relating to Industrial Disputes, Trade Unions and Standing Orders.

Unit 2: Laws relating to Discharge, Misconduct, Domestic Enquiry, Disciplinary Action; Social Security Laws – Laws Relating to Workmen's Compensation, Employees State Insurance, Provident Fund, Gratuity and Maternity Relief.

Unit 3: Wages and Bonus Laws – The Law of Minimum wages, Payment of Wages, Payment of Bonus.

Unit 4: Laws Relating to Working Conditions – The Laws Relating to Factories, Establishment and Contract Labour; Interpretations of Labour Laws and their working, Implications for management, Union, Workmen, the Economy and the Industry.

Suggested Readings

1. Srivastava S.C., *Industrial Relations & Labour Laws*., Vikas Publishing House, New Delhi, 2005
2. Raza & Anderson, *Labour Relations & Law*, Prentice Hall, 2002
3. Malik, P.L., *Handbook of Industrial Law*, Eastern Book, Lucknow, 2003
4. Seth, D.D. and Tripathi, N. M *Industrial Disputes Act*, Mumbai, 2007

Paper MBA-F - 403: Management of Financial Services

Objectives

The objective of this course is to help students to learn the various financial services and their role in the overall financial system.

Course Contents

Unit 1: Financial system and Markets; Concept, and Scope of financial Services; Regulatory Framework for Financial Services; Management of Risk in Financial Services, Stock Exchange Operations.

Unit 2: Mutual Funds; Merchant Banking Services : Managing Issue of Shares and Bonds-Mobilizing Fixed Deposits-Inter-Corporate Loans-International Finance.

Unit 3: Other Financial services-Leasing and Hire Purchase; Debt Securitization; Housing Finance; Credit Rating; Credit Cards; Banking and Insurance.

Unit 4: Venture Capital, Factoring, Forfeiting and Bill Discounting, Insurance; The Tax Environment and Financial Services; Pricing Financial Services.

Suggested Readings

1. Khan M.Y., *Financial Services*,3rd ed. Tata McGraw Hills, New Delhi, 2004
2. Bhalla, V.K. *Management of Financial Services*,3rd ed. Anmol, New Delhi,2006
3. Bhalla, V K and Dilbag, Singh, *International Financial Management*,5th ed. Anmol, New Delhi,2006
4. Gordan, E and K Natrajan, *Emerging Scenario of Financial Services*, Himalaya Publishing House, 1997
5. Dietrich J.K., *Financial Services and Financial Institutions: Value Creation in Theory and Practice*, Prentice Hall, New Jersey, 1994
6. GaHeig, M.C. Richard, et. at, *Financial Services, Financial Centres Public Policy and the Competition for markets*, west view press, Sanfrancisco.

Paper- MBA-F-404: Portfolio Management

Objectives:

The objective of this course is to give the students an in depth knowledge of the theory and practice of Portfolio Management.

Course Contents:

Unit-I Portfolio Management- Meaning, Evolution and role, Risk-return analysis of portfolio; Risk diversification. Portfolio Market Risk, Portfolio Risk

Unit-2 : Markowitz Portfolio Selection Model, Portfolios of Two Risky Securities, A Three Security Portfolio, The Efficient Frontier, Tracing the Efficient Frontier - Constructing efficient frontier.

Unit-3: Sharpe's optimisation : Single Index Model; Capital Asset Pricing Model, Characteristic Lines, Factor Models and Arbitrage Pricing Theory.

Unit-4: Portfolio Investment Process; Bond Portfolio Management Strategies; Investment Timing and Portfolio Performance Evaluation; Portfolio Revision: Corporate Portfolio Management in India.

Suggested Readings :

1. Reilly, F.K. and Brown, K.C, Investment Management and Portfolio Management, Cengage Learning, 8th ed, 2006
2. Alexander, Gordon J. and Sharpe, William F., *Fundamentals of Investments*, Englewood Cliffs, New Jersey., Prentice Hall Inc., 3rd ed., 2003.
3. Bhalla, V.K., *Investment Management : Security Analysis and Portfolio Management*, 8th ed., Delhi, S.Chand, 2001.
4. Babu, G.R. *Portfolio Management including Securities Analysis*, Delhi, Concept Publishing Company Company Pvt. Ltd, 2007.
5. Shapiro, *Multinational Financial Management*, 4th ed., 21, 2003, PHI.
6. Avadhani, V.A., *Investment Analysis Portfolio Management*, 9th ed, 2006
7. Kevin, S, *Portfolio Management*,2nd ed. PHI, N. Delhi, 2007
8. Roy D & Chowdhury, S. P. Heuristic Selection of Portfolio Based on Coefficient of Optimism, *International Journal of Financial Management*. Vol-1. No.1, 2011

Paper MBA- A- 403: Supply Chain Management in Agri Business

Objective

The course introduces students to the concepts and processes of agricultural supply chain management, logistic management and procurement management. The course also acquaints students with new organized food retailing and role of supply chains and value chains in its operation.

Contents

Unit 1: Supply Chain: Changing Business Environment; SCM: Present Need; Conceptual Model of Supply Chain Management; Evolution of SCM; SCM Approach; Traditional Agri. Supply Chain Management Approach; Modern Supply Chain Management Approach; Elements in SCM.

Unit 2: History and Evolution of Logistics; Elements of Logistics; Management; Distribution Management, Distribution Strategies; Pool Distribution; Transportation Management; Fleet Management; Service Innovation; Warehousing; Packaging for Logistics, Third-Party Logistics (TPL/3PL); GPS Technology.

Unit 3: Procurement Management in Agri. Supply chain: Purchasing Cycle, Types of Purchases, Contract/Corporate Farming, Classification of Purchases Goods or Services, Traditional Inventory Management, Material Requirements Planning, Just in Time (JIT), Vendor Managed Inventory (VMI).

Unit 4: Organized Food Retailing in India, Principal trends in food wholesaling and retailing, the changing nature of food stores, various retailing formats, Value Chain in Food Retailing, value chain and value additions across the chain in food retail

Suggested Readings

1. Altekar RV. 2006. *Supply Chain Management: Concepts and Cases*. Prentice Hall of India.
2. Monczka R, Trent R & Handfield R. 2002. *Purchasing and Supply Chain Management*. Thomson Asia.
3. van Weele AJ. 2000. *Purchasing and Supply Chain Management Analysis, Planning and Practice*. Vikas Publ. House.
4. Berman & Evans. 2008. *Retail Management: A Strategic Approach*. 10th Ed. Prentice Hall of India.
5. Cox. 2006. *Retailing: An Introduction*. 5th Ed. Pearson Edu.
6. Levy M & Weitz BW. 2004. *Retailing Management*. 5th Ed. McGraw Hill.

Paper MBA-A- 404: ICT in Agri - Business

Objectives:

This course is designed to provide understanding on the development and adoption of ICT in Agriculture and Agribusiness. It will prepare students for management positions in food and agricultural industries that require understanding of both ICT and management.

Course Contents

Unit 1: ICT- Concept, Scope and Potential of ICT in Agriculture, ICT and Agri - Business, Use of ICT in Context of Hill and Plain Agriculture.

Unit 2: Use of Information in Crop Production and Crop Protection – ICT and ITKs, ICT and IPM, ICT in Water Supply and Irrigation Management.

Unit 3: MIS, Data Warehouse and its Applications in Agriculture, ICT in Precision Agriculture-Diffusion of Technology, Geo-informatics, ICT in Dairy Farming.

Unit 4: Agriculture Extension in India, ICT for Agriculture and Rural Development, Factors Influencing Farmers Computer Use, Impact of Information -Technology Relevant to Micro and Macro Environment, Resource and Environmental Conservation.

Suggested Readings

1. E. Gelb, A. Offer, *ICT in Agriculture: Perspectives of Technological Innovation*, The Hebrew University of Jerusalem Center for Agricultural Economic Research
2. Chadda, G.K. *Production Gains of New agricultural Technology: A Farm Size-wise analysis of Punjab experience*. Publication Bureau, Punjab University, 1979
3. Gonsalves, F. *Participatory Research and Development for Sustainable agriculture and Natural Resources(3 vols)*, 2005
4. Chakravaerty, A. *Post- Harvest Technology of Cereals, Pulses and Oilseeds*. Oxford and IBH, New Delhi, 1981

Note: *Case Study and Simulation exercises are compulsory in all Courses. Printed materials regarding relevant Case studies, articles and papers from Journals/periodicals/News Papers and Text Books, will be made available to the students by the respective Course Instructors.*

NORTH-EASTERN HILL UNIVERSITY

Draft SYLLABUS
FOR
BACHELOR OF COMMERCE
(HONOURS)

PREFACE

In the post liberalization period, the market forces have radically altered the dynamics of trade and industry in India. The effects of the changed environment have been more glaring and conspicuous on business education and eventually on the academic programmes offered under its fold. In order to overcome inertia and cope with the changes in the environment the syllabus for Bachelor of Commerce programme has undergone a through revision keeping in view the broader policies of the university..

The main objectives of the programme have been construed as:

- to prepare the students with knowledge and skills for pursuing higher education in commerce; and
- to promote moderate order of professional skills among the students for enhancing not only their employability in job market *(particularly to match the specialized job offerings like Accounting & Finance, Banking & Insurance, Management, and Marketing of small, medium and large enterprises, trade and commerce)* but also self-employment.

Accordingly the existing syllabus for Bachelor Degree Programme has been thoroughly revised with an emphasis on the following:

- Opportunity to develop skills either in a functional area of management or in a business sector of national and regional relevance.
- Mandatory pursuance of high priority papers in Financial Accounting, Cost Accounting, Indian Financial System, Financial Management and Entrepreneurship Development.
- Systematic arrangement of elective and elective Honours papers with alternative choice at the level of some individual paper (to accommodate individualized regional deficiency) for evenly distribution of efforts and stress.
- Incorporation of state of the art concepts and skills relevant for the business students.
- Synchronization with the linking programmes at both the ends so as to facilitate uniform and gradual upgradation of knowledge and skills and to mitigate the identified content redundancy.

B COM (HONOURS) SYLLABUS – Proposed Course Structur e 2013

Paper	First Semester	Marks	Paper	Second Semester	Marks
BC 101	Business Environment	100	BC 201	Business Economics	100
BC 102	Principles & Practice of Management	100	BC 202	Fundamental Mathematics;	100
			or	or	
			BC 203	Information Technology in Business	100
BC 103	**Financial Accounting**	100	BC 204	**Indian Financial System**	100
	TOTAL	300		TOTAL	300
Paper	**Third Semester**	**Marks**	**Paper**	**Fourth Semester**	**Marks**
BC 301	Business Statistics	100	BC 401	Public Finance and Policy	100
BC 302	Business Laws	100	BC 402	Financial Management	100
BC 303 - 305	**Optional Group – A,B,C, or D**	100	BC 403 - 406	**Optional Group – A,B,C, or D**	100
	TOTAL	300		TOTAL	300
Paper	**Fifth Semester**	**Marks**	**Paper**	**Sixth Semester**	**Marks**
BC 501	Compulsory English	100	BC 601	Environmental Studies	100
BC 502	**Cost Accounting**	100	BC 602	Entrepreneurship Development	100
BC 503 - 506	**Optional Group – A,B,C, or D**	100	BC 603 - 606	**Optional Group – A,B,C, or D**	100
	TOTAL	300		TOTAL	300
			GRAND TOTAL		1800

The papers mentioned in bold letters are honours papers. The students shall be required to choose a group (A, B, C or D) of their choice in the Third Semester and they would continue with the group in the rest of the semesters.

Optional Honours Papers (each paper carries 100 marks)

A	*Accounting & Finance Group*	B	*Management Group*
BC 303	Corporate Accounting	BC 304	Marketing Management
BC 403	Auditing	BC 404	Human Resource Management
BC 503	Financial Services	BC 504	Service Management
BC 603	Direct Tax Laws & Practice	BC 604	Small Enterprise Management
C	*Banking & Insurance Group*	D	*Marketing Group*
BC 305	Fundamentals of Banking	BC 304	Marketing Management
BC 405	Fundamentals of Insurance	BC 406	Sales & Advertisement Management
BC 505	Bank Management	BC 506	Rural & Agricultural Marketing
BC 605	Insurance Management	BC 606	Services Marketing

Course contents

B COM 1ST Semester

BC – 101: BUSINESS ENVIRONMENT

Objective: To provide general exposure to the students of the various components of business environment in Indian context.

UNIT – I: Introduction

Meaning and significance of business environment. Business environment in Developed and Developing countries. Components of business environment – external, internal, micro, macro, social, economic, legal, demographic and political. Trends – income, savings and investment, and inflation.

UNIT – II: Indian planning and economic problems

Importance of Five Year plans, merits and limitations, major policies and resource allocation in 10th and 11th Five Year Plan. Planning and Liberalisation. Target and achievement regarding employment, sectoral and overall growth, regional balance and social justice. Broader economic problems in India.

UNIT – III: Industry and industrial policy:

Historical developments with emphasis on 1956 policy, Industrial Policy 1991 and modifications thereof, Small Industrial Policy 1991, Industrial Policy for North-East. Policy for MSMEs. Major industries in India – Steel, Cement, Textile, Tourism and IT. Industrial Sickness – Causes and Remedies.

UNIT – IV: Trade and Foreign investment:

EXIM Policy – historical developments and current EXIM policy. Trend of Trade and Balance of Payment, Trade relationship with USA, European Union, and SAARC. Foreign collaboration and foreign investment.

UNIT – V: International Business Environment:

Nature of International Business Environment, Trends in world trade and the problems in development countries. Foreign trade and economic growth, international economic grouping – European Union, NAFTA, OPEC.

International economic institutions – WTO, World Bank, IMF (with reference to India)

Books (Latest Edition)*:*

- *Aswathappa, K, Essentials of Business Environment, Himalaya Publishing House, Mumbai.*
- *Cherunilam, F, Business Environment, Himalaya Publishing House, Mumbai.*
- *Dhingra, IC, The Indian Economy, Sultan Chand & Sons, New Delhi.*
- *Dutt & Sundaram, Indian Economy, S Chand & Co, New Delhi.*
- *Mishra & Puri, The Indian Economy, Himalaya Publishing House, Mumbai.*
- *Ray, SK, The Indian Economy, Prentice Hall of India, New Delhi.*
- *Upadhya, Business Environment, Asian Books P. Ltd., New Delhi.*

BC- 102: PRINCIPLES & PRACTICE OF MANAGEMENT

Objective: *To acquaint the students with the basic process and principles of management and to make them aware of the important management functions and practices.*

UNIT – I: Management – Concept

Evolution of Management thought from classical to modern; Functions of Management; Management as a dynamic process; Overview of functional areas of management; Social Stake holding and Managerial Ethics.

UNIT – II: Planning & Organising

Planning Premises; Strategy and Planning; Decision making - Types of decisions, process and techniques of decision making; Management by Objectives (MBO) - Organising – Meaning, significance and process; Delegation of authority and decentralization; Departmentalisation – designing Organizational Structure – types (functional, project, matrix and network) and their features, merits and limitations.

UNIT – III: Motivation & Leadership

Motivation – Concept, Theories – Maslow, Herzberg, McGregor;
Leadership – Concept, styles, Likert's 4 styles, Transactional Leadership;
Communication – Principles, channels, types and process, barriers and remedies.

UNIT – IV: Managerial Control

Concept and Process; Effective control systems; Techniques – Traditional & Modern; PERT and CPM; Budgetary Control; Management Audit.

UNIT – V: Change and Conflict Management

Concept, nature, and process of planned change; Emerging dimensions of management in a changing environment, Managing diversity, Interpersonal Conflict – Levels, causes & resolution, Functional & Dysfunctional conflict; Group Dynamics and Relationship management.

Books (Latest Edition)*:*

- *Bose, Chandra, Principles of Management and Administration, PHI, New Delhi.*
- *Chandan, JS, Management Concepts and Strategies, Vikas, New Delhi.*
- *Drucker, Peter, The Practice of Management, Allied Publishers, New Delhi.*
- *Dubrin, Essentials of Management, Cengage, New Delhi.*
- *Govindarajan & Natarajan, Principles of Management, PHI, New Delhi.*
- *Hellriegel, Management: A Competency-Based Approach, Cengage Pvt. Ltd, New Delhi.*
- *Koontz & O'Donnell, Principles of Management, Tata McGraw Hill, New Delhi.*
- *Prasad, LM, & Gulshan, SS, Principles & Practice of Management, Sultan Chand & Sons, New Delhi*
- *Robbins, Organisational Behaviour, PHI, New Delhi.*

BC – 103: FINANCIAL ACCOUNTING

Objective: *To impart basic accounting knowledge as applicable to business.*

UNIT – I: Introduction, Preparation and Presentation of Financial Statements

Accounting Principles, Accounting Cycle and Overview of Accounting Standards, Depreciation Accounting.

Manufacturing and Trading Account, Profit and Loss Account, Profit and Loss Appropriation account, Balance Sheet (Sole Proprietorship and Partnership Firms).

UNIT – II: Accounting For Not for Profit Organizati ons

Financial Statements of Not for Profit Organisations - Receipt and Payment Account, Income and Expenditure Account, Balance Sheet.

Conversion of Single Entry System of Accounting to Double Entry.

UNIT – III: Accounting for Joint Venture and Partne rship

Accounting for Joint Ventures.

Partnership Firm: Nature, Test and Types of Partnership including Salient features of Limited Liability Partnership Act 2008, Partnership Deed, Rights and Duties (Liabilities) of Partners, Registration of Firm.

Accounting for Reconstitution of Partnership Firms – Admission, Retirement, Change in Profit Sharing Ratio, and Death of a Partner.

UNIT – IV: Dissolution of Partnership

Dissolution of Partnership Firm (including piecemeal distribution) and Sale of a Firm.

UNIT – V: Accounting for Special Transactions

Branch Accounting (without Foreign Branch and inter-branch adjustments), Consignment Accounting, Accounting for Hire Purchase and Installment

Please Note: Latest International Financial Reporting Standards are applicable.

Books (Latest Edition)*:*

- *Gupta, RL & Radhaswamy, M, Financial Accounting, Vol. – I; Sultan Chand & Sons, New Delhi.*
- *Hanif & Mukherjee, Financial Accounting, Tata McGraw-Hill, New Delhi.*
- *Maheshwari, SN, Financial Accounting, Vikas Publishing House, New Delhi.*
- *Mukhopadhys, D, Financial Accounting, Asian Books P. Ltd., New Delhi.*
- *Narayanaswamy, Financial Accounting: A Managerial Perspective, PHI, New Delhi.*
- *Sehgal, A & Sehgal, D, Fundamentals of Financial Accounting, Taxmann, New Delhi.*
- *Shukla, MC, Grewal, TS, & Gupta, SC, Advanced Accounts, Vol –I; S. Chand & Co., New Delhi.*
- *Tulsian, PC, Financial Accounting, Tata McGraw Hill, New Delhi.*

Course contents

B COM 2nd Semester

BC – 201: BUSINESS ECONOMICS

Objective: *To impart the knowledge of economic concepts relevant to business.*

UNIT – I: Introduction

Definition, scope and role of business economics, goals of business firm, relation with other allied subjects, role and responsibility of a managerial economist.

UNIT – II: Theory of Consumer Behavior

Concept of demand, law of demand, concept of elasticity of demand, determinants of demand, demand function, demand forecasting, meaning of consumer behavior, concept of consumers equilibrium, the cardinal utility approach and the Indifference curve approach.

UNIT – III: Theory of Production

Meaning of production, production function- main concepts- marginal productivity of the factors of production, marginal rate of technical substitution, elasticity of substitution, factor intensity, returns to scale, Isoquants- meaning and properties of isoquants, production with one variable.

UNIT – IV: Theory of Costs

Concept of cost, cost function- short and long run, theory of cost in the short and long run cost curves, Engineering cost curves, shape of cost curves and decision making.

UNIT – V: Theory of Firm

Perfect competition- Assumptions and equilibrium of firms in the short and long run, Industry under perfect competition.

Monopoly- concept of monopoly, short and long run equilibrium under monopoly, mark up pricing, multi-plant monopoly and bilateral monopoly, concept and forms of price discrimination, conditions for price discrimination, degrees of price discrimination.

Monopolistic competition - meaning, basic assumptions, product differentiation & equilibrium.

Books (Latest Edition)*:*

- *Misra & Puri, Economics for managers, Himalaya Publishing Hourse, Mumbai.*
- *Gupta, GS, Managerial Economics, Tata McGraw Hill, New Delhi.*
- *Salvatore, D, Managerial economics and global economy, Thomson.*
- *Hirschey, Economics for Managers, Cengage, New Delhi.*
- *Froeb, Managerial Economics: A Problem Solving Approach, Cengage, New Delhi.*
- *Rutherford, Donald, Economics – The Key Concepts, R outledge.*

BC – 202: FUNDAMENTAL MATHEMATICS

Objective: *The objective of the course is to familiarize the students with the knowledge of essential mathematics which are applicable in business.*

UNIT – I: Matrix and Determinants

Definition of a matrix, Types of matrices, Algebra of matrices,

Calculation of values of determinants up to third order.

Adjoint of a matrix.

Elementary row operations.

Finding inverse of a matrix through adjoint and elementary row operations.

Solving a set of linear equation using Cramer's Rule.

Applications of matrices for solution to simple business and economic problems.

UNIT – II: Mathematical functions

Mathematical functions and their types – linear, quadratic, polynomial, exponential and logarithmic.

UNIT – III: Calculus

Concepts of limit, and continuity of a function.

Concept of differentiation. Rules of differentiation – simple standard forms (involving one variable).

UNIT – IV: Calculus and economic situations

Applications of differentiation – elasticity of demand and supply. Maxima and minima of functions (involving second or third order derivatives) relating to cost and revenues.

UNIT – V: Financial Mathematics:

Rates of interest-nominal, effective and continuous – and their inter-relationships.

Compounding and discounting of a sum using different types of rates.

Types of annuities, like ordinary, due, deferred, continuous, perpetual, and their future and present values using different types of rates of interest.

Methods of Calculation of Depreciation on fixed assets.

Valuation of simple loans, shares and debentures.

Books (Latest Edition)*:*

- *Bhowal, Business Mathematics, Asian Books P. Ltd., New Delhi.*
- *Dowling, ET, Mathematics for Economics, Schaum's Outlines Series, Tata McGraw Hill, New Delhi.*
- *Kapoor, VK, Essentials of Mathematics for Business and Economics, Sultan Chand & Sons, New Delhi.*
- *Mizrahi & Sullivan, Mathematics for Business and Social Sciences, John Wiley and Sons.*
- *Thukral, JK, Mathematics, Taxmann, New Delhi.*

BC – 203: INFORMATION TECHNOLOGY IN BUSINESS

Objective: *To provide basic computer skills and knowledge to enhance the understanding of usefulness of information technology tools for business operations.*

Unit – I: Introduction to Information Technology an d Computers

Role of information in business, Types of information and information systems; Users of information system and information technology; Limitations of Information Technology, Computers as an essential tool in IT;

Computer: Characteristics, Advantages, Limitations, Types and applications; Components of Computer: Humanware, Hardware, Firmware, Liveware, Software; System Software: Operating system, Translators - Interpreter, Compiler and Assemblers, Linkers and Loaders; Application Software: General Purpose Packaged Software and Tailor-made Software; Utility Software - Virus and Worms.

UNIT – II: Information Processing and Transmission

Overview of Operating System (OS), Functions of OS, Types of OS and their advantages and disadvantages

Data Base Management: Records – Folders, File and Data Base, Advantages of DBMS, Types of DBMS and their features, Role of Data Base Administrator.

Introduction to Networking: Advantages, Types of Network Topology; LAN, MAN and WAN

UNIT – III: Spreadsheet and its Business Applicatio ns

Spreadsheet: Basic Operations; Formula Copying, Moving data from selected cells, Handling operations in formulae, Rearranging Worksheet.

Organizing Charts and graphs, Graphical representation of data.

Creating spreadsheet in the areas of: Loan statements, Payroll statements and Ratio Analysis.

UNIT – IV: Introduction to Internet

Definition and meaning, Growth of internet, Owner of Internet, Anatomy of Internet, Basic Internet Terminology, Net Etiquette, World Wide Web, Internet Protocols, Usage of Internet to society, Search Engines

UNIT – V: E - Commerce Fundamentals

E-Commerce: Introduction, Business Models for E-Commerce; E-Marketing: Online Marketing, E-Advertising, Marketing Analysis and issues; E-Payment System: Fundamentals

Books **(Latest Edition):**

- *Agarwala, KN, & Agarwala, D, Business on the Net – Introduction to E-Commerce, Macmillan India, New Delhi.*
- *Aksoy, Introduction to Information Technology, Cengage, New Delhi.*
- *Bajaj, KK & Nag, D, e-Commerce: The Cutting Edge of Business, Tata McGraw Hill, New Delhi.*
- *Madan, Sushila, Introduction to Computers and Information Systems, Taxmann, New Delhi.*
- *Rajaraman, V, Fundamentals of Computers, PHI, New Delhi.*
- *Ram, B, Computer Fundamentals – Architecture & Orga nisation, New Age International Pvt. Ltd, New Delhi.*

- *Schneider, e-Commerce: Strategy, Technology and Implementation, Cengage, New Delhi.*

BC – 204: INDIAN FINANCIAL SYSTEM

Objective: *To acquaint students with the constituents of Indian financial system and its general operations.*

UNIT – I: Overview of Indian Financial System

Structure of Indian Financial system; Its Constituents - Investors, Market, Instruments, Services, Institutions and Regulators; Efficiency Indicators of Financial System; Development and growth of Indian financial system; Role of financial system in Economic development.

UNIT – II: Money Market

Definition, Characteristics and Function; Types of Instruments and their general characteristics; Different sub-markets and their growth and development; Reforms in Money Market.

UNIT – III: Capital market

Definition, Characteristics and Function; Instruments and their general characteristics; Primary and Secondary Markets; Debt and Equity Market; Trading and Settlement Mechanism; Growth and development of different markets, Reforms in Capital Market.

UNIT – IV: Institutions

Banking Institutions: Commercial, Rural and Cooperative Banks – Their functions and role; Role of Non-Banking Financial Institutions:

a. Development Financial Institutions: Industrial, Agricultural and special DFIs – General function of each category and their role

b. Investment Institutions: Insurance organisations and Mutual Fund organisations – their general function and role

c. Non-Banking Finance Companies: Function and role

UNIT – V: Regulators

RBI: Its functions and role, Monetary Policies, Credit control Measures and their effectiveness

SEBI: Its functions and role

IRDA: Its functions and role

Books (Latest Edition)*:*

- *Bhole, LM, Financial Market & Instruments, Tata McGraw Hill, New Delhi*
- *Desai, V, Indian Financial System & Development, Himalaya Publishing House, Mumbai.*
- *Khan, MY, Indian Financial System, Tata McGraw Hill, New Delhi.*
- *Pathak, BV, Indian Financial System, Pearson – Indi a, New Delhi.*

Course contents

B COM 3rd Semester

BC – 301: BUSINESS STATISTICS

Objective: *To enable the students to gain understanding of statistical and mathematical techniques useful in business applications.*

UNIT – I: Introduction

Statistics: Meaning, Scope, Importance and Limitations; its relationship with other sciences; Statistics as a subject; Descriptive Statistics *vs.* Inferential Statistics; Data: Need for data and Sources of Data, Official collection of data in India; Data Classification; Tabulation and Presentation.

UNIT – II: Descriptive Statistics

Central Tendency and measures thereof; Dispersion and their measures; Skewness and its measures; Moments, Kurtosis and their measures.

UNIT – III : Analytical Statistics

Correlation (bivariate – karl pearson's & spearman's rank correlation), Simple Linear Regression and Association of Attributes; Index Number: Meaning, types and uses; Methods of constructing price and quantity indices (simple and aggregate); Tests of adequacy; Chain – base index numbers; Base shifting, splicing and deflating; Problems in constructing index numbers; Consumer price index.

UNIT – IV: Inferential Statistics

Permutations and Combinations; Probability: Theory, Concepts; Simple application of addition and multiplication theorem; Sampling Theory: Census vs. Sampling; parameters and statistics, sampling errors; principles of sampling and methods of sampling.

UNIT – V: Business Forecasting

Analysis of Time Series: Causes of variations in time series data; Components of a time series; Decomposition – Additive and multiplicative models; Determination of trend – Moving average method and method of least squares (linear only); Computation of seasonal indices by simple average, ratio-to-trend, ratio- to-moving average, and link relative methods; Interpolation and Extrapolation.

Books (Latest Edition)*:*

- *Anderson, Statistics for Business & Economics (with CD), Cengage, New Delhi.*
- *Bhowal, Fundamentals of Business Statistics, Asian Books P. Ltd., New Delhi*
- *Elhance, DN, Fundamentals of Statistics, Kitab Mahal, Allahabad.*
- *Gupta, SC, & Kapoor, VK, Fundamentals of Statistics, Sultan Chand & Sons, New Delhi.*
- *Gupta, SP, Statistical Methods, Sultan Chand & Sons, New Delhi.*
- *Hooda, RP, Statistics for Business & Economics, Macmillan, New Delhi.*
- *Keller, Statistics for Management & Economics, Cengage, New Delhi.*
- *Lewin & Rubin, Statistics for Management; Prentice-Hall of India, New Delhi.*
- *Shenoy, Srivastava, & Sharma, Business Statistics, Wiley Eastern, New Delhi.*

BC – 302: BUSINESS LAWS

Objective: *The objective of this course is to provide a brief idea about the framework of Indian business laws.*

UNIT – I: Contract Act 1872

Nature of contract; Classification; Offer and acceptance; Capacity of parties to contract; Free consent; Consideration; Legality of object; Agreement declared void and voidable; Performance of contract; Discharge of contract; Remedies for breach of contract.

Special Contracts: Indemnity; Guarantee; Bailment and pledge; Agency.

UNIT – II: Sale of Goods Act 1930

Formation of contracts of sale; Goods and their classification, price; Conditions, and warranties; Transfer of property in goods; Doctrine of Caveat Emptor, Performance of the contract of sale; sale by auction, Unpaid seller and his rights – carriage by land; Hire purchase agreement.

UNIT – III: The Laws Relating to Industries (Salien t features of relevant Acts)

Workmen Compensation Act 1923, The Industrial Disputes Act 1947, Minimum Wages Act 1948, and The Factories Act 1948.

UNIT – IV: Negotiable Instrument Act 1881

Definition of negotiable instruments; Features; Promissory note; Bill of exchange and cheque; Holder and holder in the due course; Crossing of a cheque, types of crossing; Negotiation; Dishonour and discharge of negotiable instrument; Discounting & Endorsing of a Bill of Exchange.

UNIT – V : The Companies Act 1956 and Consumer Protection Act 1986

Companies Act: Nature and Types of Companies, Memorandum of Association, Articles of Association, Prospectus, Directors & Company Secretaries: Their Rights, Functions and Duties; Meetings and Resolutions.

COPRA: Salient Features; Definition of consumer; Grievance redressal machinery.

Books (Latest Edition)*:*

- *Aggarwal, R, Students' Guide to Mercantile & Commercial Laws, Taxmann, New Delhi.*
- *Gulshan, SS, & Kapoor, GK, Business Laws, New Age International P. Ltd., New Delhi.*
- *Kapoor, ND, Commercial Law & Industrial Law, Sultan Chand New Delhi.*
- *Kuchal, MC, Business Laws, Vikas Publishing House, New Delhi.*
- *Sen, AK, & Mitra, JK, Commercial Law & Industrial Law, The World Press P. Ltd., Kolkata.*
- *Shukla, MC, A Manual of Mercantile Law, S Chand & Co., New Delhi,*

Course contents

B COM 4th Semester

BC – 401: Public Finance and Policy

Objective: *To develop an understanding of the Public Finance and Public Policy and their impact on Market.*

UNIT – I: Public Economics

Public Economics: The nature, scope & significance of Public Economics; Government and the Market: Market Failures, Government response to Market Failure; Functions of Government: (i) Economic - Allocation, Distribution and Stabilization; (ii) Regulatory Functions and its economic significance;

Unit – II: Public Goods

Concept of public goods - characteristics, National *vs.* Local public goods, determination of provision of public goods, Provision *vs.* Production of public goods. Market Failure & Public Provision, Pricing of public goods - Vertical Summation; Externality, Concept of Social *vs.* Private costs and benefits, Merit goods, Club goods.

UNIT – III: Government Budget and Policy

Government Budget: Receipts and Expenditure – Current and Capital account; Balanced, Surplus, and Deficit Budgets, Concept of Budget Deficit – Fiscal Deficit, Revenue Deficit, Economic & Functional Classification of Budget; Deficit financing - Budget preparation in India.

UNIT – IV: Revenue Resources and Public Expenditure

Concept of Tax, Types of Taxes – Direct *vs.* Indirect, Canons of Taxation, Subsidy, Transfer Policy, Principles of Taxation - Ability to Pay Principle, Benefit Approach; Introduction to Tax Design – Truth seeking mechanism; Pros and Cons of Excess Burden of Indirect Taxes: VAT, GST, Excise & Custom Duty;

Public Expenditure: Meaning and Importance – Reasons for the Growth of Public Expenditure; Canons of Public Expenditure, Effects of Public Expenditure with reference to India.

UNIT – V: Distribution and Stabilization

Instruments for Distribution: Public Finance & Public Choice: The Role of State and the Voting Models; Financial Resource Sharing and Recommendations of recent Finance Commission.

Instruments for Stabilization: Public Debt: Meaning, Types of Public Debt – Internal *vs.* External, Burden of Public Debt; Public Debt Management – Redemption / Repayment of Debt.

Books: (All latest editions):

- *Atkinson AB & Sigiitz JE: Lectures on Public Economics, Tata MacGraw Hills, N Delhi*
- *Barman K: Public Debt Management in India, Uppal Publishing House, N Delhi*
- *Bhargav PK: Some Aspects of Indian Public Finance, Uppal Publishing House, N Delhi*
- *Bhatia HL: Public Finance, Vikas Publishing House P. Ltd, N Delhi*
- *Bird R & Aidman O: Reading on Taxation in Developing Countries, The John Hopkins University*

- *Buchanan JM: The Public Finances, Richard D, Irwin, Homewood*
- *Chelliah RJ: Fiscal Policy in Underdeveloped Countries, Macmillan*
- *Data Sundaram: Indian Economy, S Chand & Co Ltd, N Delhi*
- *Duff L: Government & Market, Orient Longman, N Delhi*
- *Mishan EJ: Cost-Benefit Analysis – An Informal Intr oduction, George Allan & Unwin, London*
- *Mohd Rafi: Indirect Tax Management, Jain Book Agency, N Delhi*
- *Musgrave RA: Control of Public Expenditure in India, Allied Publishers, N Delhi*
- *Musgrave & Musgrave: Public Finance in Theory & Practice, International Edition, MacGraw Hill,*
- *Srivastava DK (Ed): Fiscal Federalism in India, Har-Anand Publication Ltd, N Delhi*
- *Tyagi BP: Public Finance, Jai Prakash Nath Co, Meerut (UP)*

BC – 402: FINANCIAL MANAGEMENT

Objective: *To develop an understanding of various finance function and common techniques of financial management.*

UNIT – I: Foundations of Finance

Financial Management: Meaning, scope, relationship with other functional areas of business;
Goals: Profit vs. Wealth Maximization; Functions: Investment, financing and dividend; Time Value of Money: Discounting and Compounding

UNIT – II: Capital Budgeting

Nature of investment decisions, Capital Budgeting Process, Investment Evaluation criteria: Payback period, ARR, NPV, IRR and PI, Comparison between NPV and IRR

UNIT – III: Cost of Capital and Capital Structure

Significance of Cost of Capital, Computation of Cost of Capital: Debt, Preference Shares, Equity Shares and Retained Earnings, Weighted Cost of Capital;
Meaning of Capital Structure, Theories of Capital Structure and Factors affecting Capital structure

UNIT – IV: Dividend Decisions

Factors affecting dividend policies, Forms of Dividend, Dividend Models: Walter, Gordon and M-M Hypothesis

UNIT – V: Working Capital Management

Working capital- Meaning, Concept and Cycle, Factors determining working capital requirements, Working Capital Financing, Overall Working Capital Management, Management of Accounts Receivables and Management of Inventory

Books (All latest editions):

- *Banerjee, B, Fundamentals of Financial Management, PHI, New Delhi.*
- *Chandra, Prassana, Financial Management, Tata McGraw Hill, New. Delhi.*
- *Ehrhardt, & Brigham, Fundamentals of Financial Management, Cengage, New Delhi.*
- *Khan, & Jain, Financial Management, Tata McGraw Hill, New Delhi.*
- *Kishore, RM, Financial Management, Taxmann, New Delhi.*
- *Megginson, Smart, & Gitman, Principles of Corporate Finance, Cengage, New Delhi.*
- *Pandey, IM, Financial Management, Vikas Publishing House, New Delhi.*

Course contents

B COM 5th Semester

BC – 501: Compulsory English

(Syllabus as Approved by BUGS, English)

BC – 502: COST ACCOUNTING

Objective: *This course exposes the students to the basic concepts and the tools used in cost accounting*

UNIT – I: Cost Concepts and Accounting for Material s

Cost Concepts and Cost Classification, Objectives of Cost Accounting, Cost Accounting in contrast with other branches of accounting, Cost Centers and Activities.

Accounting for Materials - Stores Records, Inventory Control, Pricing of Materials, Inventory Valuation for Annual accounts and Accounting for Losses.

UNIT – II: Accounting for Labour and Overheads

Accounting for Labour - Computation of Labour cost, Labour cost management, Methods of remuneration, Cost and Effect of Labour turnover.

Accounting for Overheads - Overhead Classification, Distribution of Overhead.

Unit Costing, and Operating Costing.

UNIT – III: Methods of Costing

Job and Contract Costing, Process Costing (Except inter-Process Profit and Equivalent Production).

UNIT – IV: Marginal Costing related Applications

Marginal Costing (MC) - Concept of MC, Difference between MC & Absorption Costing, Application of MC, Methods of segregating semi-variable costs into fixed and variable component.

CVP and Break Even Analysis – Break Even Point, Margin of Safety, Angle of incidence, Various Types of Break Even Charts; Key Factor based decisions.

UNIT – V: Cost Analysis for Control

Budgetary Control – Functional Budgets, Cash Budget, Flexible Budget, and Master Budget.

Standard Costing and Variance Analysis - Material, Labour and Overhead Variance.

Books (Latest Edition)*:*

- *Agrawal & Jain, Cost Accounting – Concepts & Method s, Asian Books P. Ltd., New Delhi.*
- *Alex, K, Cost Accounting, Pearson – India, New Delh i.*
- *Banerjee, Bhabatosh, Cost Accounting, PHI, New Delhi.*
- *Bhattacharyya, AK, Principles & Practice of Cost Accounting, PHI, New Delhi.*
- *Kishore, RM, Advanced Cost Accounting & Cost Systems, Taxmann, New Delhi.*
- *Lal, Jawahar, Cost Accounting, Tata McGraw Hill, New Delhi.*
- *Madegowda, J, Cost Accounting, Himalaya Publishing House, New Delhi.*
- *Rao, Tukaram, Cost Accounting, New Age International Publishers, New Delhi.*
- *Saxena & Vashist, Advanced Cost & Management Accounting, Sultan Chand & Sons, New Delhi.*

Course contents

B COM 6th Semester

BC – 601: ENVIRONMENTAL STUDIES

(Syllabus as Approved by BUGS, Environmental Science)

BC - 602: ENTREPRENEURSHIP DEVLEOPMENT

Objective: *To provide exposure to the students to the concept and process of entrepreneurship, and industrial growth so as to prepare them to set-up their own small enterprises.*

UNIT – I : Entrepreneurship

Entrepreneur, Entrepreneurship and Enterprise – Importance and relevance of the entrepreneur – Factors influencing entrepreneurship – Pros and Cons of being an entrepreneur – Women entrepreneurs, problems and promotion –Types of Entrepreneurs – Characteristics of a successful entrepreneur – Competence requirement for entrepreneurs – Awareness of self competency and its development; Entrepreneur and entreprise life cycle, Profile of some successful Entrepreneurs; Social responsabilités of an entrepreneur.

UNIT – II : Micro Small and Medium Enterprises

Micro, Small and Medium Enterprises / Ancillary industries / Cottage Industries – definition, meaning, product range, capital investment, ownership patterns; Importance and role played by MSMEs in the development of the Indian economy. Policies governing MSMEs: Small Industrial Policy 1991, MSMED ACT 2006, Industrial Policy for North-East.

Problems faced by MSMEs and the steps taken to solve the problems; Meaning and definition of a sick industry – Causes of industrial sickness; Preventive and remedial measures for small industrial sickness;

UNIT – III: Starting a Small Enterprise

Business opportunity, scanning the environment for opportunities, evaluation of alternatives and selection based on personal competencies.

Steps involved in starting a business venture – location, clearances and permits required, formalities, licensing and registration procedures; Assessment of the market for the proposed project; Importance of financial, technical and social feasibility of the project.

UNIT – IV : Preparing the Business Plan (BP)

Business Plan - Importance, Who prepares it? – Typical BP format. Financial, marketing, human resource, social and technical aspects of BP. Preparation of BP – Common pitfalls to be avoided in preparation of a BP

UNIT – V: Institutions supporting MSMEs

Financial assistance through SFC's, NSIC, SIDBI, Commercial Banks, MIDC; Non financial assistance from DIC, SIDO, MSME(DI), IIE, EDII, KVIC; Financial incentives for MSMEs and Tax Concessions, Assistance for obtaining raw material, machinery, land and building and technical assistance; Industrial estates – role and types; Entrepreneurship Development Program.

Books (Latest Edition)*:*

- *Bharusali, Entrepreneurship Development in Manufacturing Industries, Himalaya Publishing House, Mumbai.*
- *Desai, V, Management of Small Scale Industry, Himalaya Publishing House, Mumbai.*
- *Desai, V, Problems & Prospects of Small Scale Industry, Himalaya Publishing House, Mumbai.*
- *Greene, Entrepreneurship, Cengage, New Delhi.*
- *Khanka, SS, Entrepreneurial Development, S Chand & Co., New Delhi.*

- *Kuratko, Entrepreneurship in the New Millennium, Cengage, New Delhi.*
- *Mali, DD, Entrepreneurship Development in North East India, IIE, Guwahati.*
- *Morris, Entrepreneurship & Innovations in Corporations, Cengage, New Delhi.*
- *Neeta, B, Entrepreneurship & Small Industry, Himalaya Publishing House, Mumbai.*

Honours Groups

Optional Honours Papers (each paper carries 100 marks)

A	*Accounting & Finance Group*	B	*Management Group*
BC-303	Corporate Accounting	BC-304	Marketing Management
BC-403	Auditing	BC-404	Human Resource Management
BC-503	Financial Services	BC-504	Service Management
BC-603	Direct Tax Laws & Practice	BC-604	Small Enterprise Management
C	*Banking & Insurance Group*	D	*Marketing Group*
BC-305	Fundamentals of Banking	BC-304	Marketing Management
BC-405	Fundamentals of Insurance	BC-406	Sales & Advertisement Management
BC-505	Bank Management	BC-506	Rural & Agricultural Marketing
BC-605	Insurance Management	BC-606	Services Marketing

A - ACCOUNTING AND FINANCE GROUP

BC – 303: CORPORATE ACCOUNTING

Objective: *To help students acquiring the conceptual knowledge of fundamentals of corporate accounting and to learn the techniques of preparing financial statements.*

UNIT – I: Accounting for Financial Instruments

Accounting for Shares – Issue of Shares including Price band, Stock Invest, Bonus & Right Issue, ESOP, and Buy-back of shares.

Accounting for Preference Shares – Issue and Redemption of Preference Shares.

Accounting for Debentures – Issue and Redemption of Debentures.

UNIT – II: Preparation of Financial Statements

Computation of Profit prior to Incorporation.

Preparation of Financial Statement of Companies and their presentation in Summary Form.

UNIT – III: Analysis of Financial Statements

Analysis of Financial Statements, Ratio Analysis and Cash Flow Statement.

UNIT – IV: Accounting for Corporate Restructuring

Accounting for Amalgamation, Absorption and External Reconstruction.

Accounting for Internal reconstruction.

UNIT – V: Valuation and Consolidation

Valuation of Goodwill and Valuation of Shares.

Consolidated Financial Statements.

Please Note: Latest International Financial Reporting Standards are applicable.

Books (Latest Edition)*:*

- *Gupta, RL, & Radhaswamy, M, Financial Accounting, Vol. – II, Sultan Chand & Sons, New Delhi.*
- *Gupta, RL, & Radhawsamy, M, Advanced Accounting, Vol – II, Sultan Chand & Sons., New Delhi.*
- *Hanif & Mukherjee, Corporate Accounting, Tata McGraw-Hill, New Delhi.*
- *Maheshwari & Maheshwari, Advanced Accountancy – Vol – II, Vikas Publ., New Delhi.*
- *Rajasekaran & Lalitha, Corporate Accounting, Pearson – India, New Delhi.*
- *Sehgal, A, & Sehgal, D, Advanced Accounting – 2 (Co rporate Accounting), Taxmann, New Delhi.*
- *Shukla & Grewal, Advanced Accounting, Vol- II, S Chand & Co., New Delhi.*

BC – 403: AUDITING

Objective: *This course aims at imparting knowledge about the principles and methods of auditing and their applications in different organisations.*

UNIT – I: Introduction

Meaning, objectives and significance of audit; Errors and Frauds in Auditing; Qualities of an Auditor, Types of audit: Statutory Audit and Non-Statutory Audit; Continuous and Periodical Auditing; Cost Audit; Tax Audit; Management Audit; Performance Audit; Efficiency Audit; Proprietary Audit; and Government Audit;.

Audit Process: Audit Programme; Auditor's Working Papers and Evidences; Consideration for commencing an Audit; Routine Checking and Test Checking; Internal Check System: Internal Control and Internal audit.

UNIT – II: Audit Process and Procedure

Audit Procedure: Vouching; Verification of Assets and Liabilities; Investigation.

UNIT – III: Audit of Limited Companies and Specialized Institutions

Company auditor – Qualifications, Appointment, Powers, Duties, and Liabilities of an Auditor; Depreciation, Provisions and Reserves, Divisible profits and dividend; Auditor's report - standard report and qualified report.

UNIT – IV: Standards of Auditing (SA)

Process of setting standards on auditing in India; Brief overview of:

i) Overall Objectives of the Independent Auditor and the Conduct of an Audit in Accordance with Standards on Auditing (SA 200),
ii) Quality Control for an Audit of Financial Statements (SA 220),
iii) Audit Documentation (SA 230),
iv) The Auditor's responsibilities Relating to Fraud in an Audit of Financial Statements (SA 240),
v) Consideration of Laws and Regulations in An Audit of Financial Statements (SA 250), and
vi) Communication with Those Charged with Governance (SA 260)

UNIT – V: Audit of Other Entities and Contemporary Issues in Auditing

Audit of Sole Trading and Partnership Firms, Audit of Educational Institutions and Audit of Cooperative Societies;

Contemporary Issues: Social Audit, Environment Audit, Auditing in Computerized Environment.

Books (Latest Edition)*:*

- *Basu, BK, Auditing, New Central Book Agency, Kolkota*
- *Gupta, Kamal, Contemporary Auditing; Tata McGraw-Hill, New Delhi.*
- *Prakash, Jagdish, Auditing, Kalyani Publishers, New Delhi.*
- *Sharma, TR, Auditing Principles & Problems, Sahitya Bhawan, Agra.*
- *Tandon, BN, Principles of Auditing; S. Chand & Co., New Delhi.*
- *Publications of ICAI, New Delhi on Standards of Auditing.*

BC – 503: FINANCIAL SERVICES

Objective: *To acquaint students with various fund based and fee based financial services and to understand their role in the overall financial system.*

UNIT – I : Introduction

Financial services: Meaning, nature and need for financial services; Various types of financial service: Fund based and Non-Fund based;

Characteristics and role of financial intermediaries; Scope of financial Services; Overview of Financial Services Industry in India.

UNIT – II: Banking and Insurance Services

Financial Services and banking system; Traditional and Innovative banking services;

Insurance organization their function and role, Insurable and non-insurable risk;

Insurance products; Traditional and Innovative insurance services.

UNIT – III: Financial services of other depository Institutions

Non-Banking Finance Companies and Mutual Fund, and Pension Funds: Functions and Role.

UNIT – IV: Market related Financial Services

Stock Exchange their operation and role; Broking, Merchant Banking, Custodian services, Credit Rating, Forex Management, Portfolio / Wealth Management.

UNIT – V: Other Financial Services

Merger and acquisition, Venture Capital, Factoring, Lease financing and Hire Purchase, Securitisation, Asset Reconstruction.

Books (Latest Editions):

- *Khan, MY, Financial Services, Tata McGraw Hill, New Delhi.*
- *Bhalla, VK, Management of Financial Services, Anmol, New Delhi.*
- *Gordan, & Natrajan, Emerging Scenario of Financial Services, HPH, Mumbai.*
- *Tripathy, NP, Financial Instruments and Services, PHI, New Delhi.*
- *Avadhani, VA, Marketing of Financial Services, HPH, Mumbai.*
- *Madura, Financial Institutions and Markets, Cengage, New Delhi.*

BC – 603: DIRECT TAX LAWS AND PRACTICE

Objective: *The objective of the course is to enable the students to compute direct taxes as per the Income Tax Act and to understand its implications on individuals and business firms.*

UNIT – I : Basic Concepts and Heads of Income - I

Basic Concepts and Definitions: Income, Agricultural Income, Gross Total Income, Total Income, Person, Firm, Assessee, Assessment Year, Previous Year, Tax liability, Tax Avoidance, Tax Evasion and Tax Planning, Capital and Revenue, PAN and TAN. Residential Status and Incidence of Tax, Incomes Exempt from Tax u/s. 10.

Income from Salaries; Income from house property;

UNIT – II: Heads of Income - II

Profits and gains of business or profession; Capital gains; and Income from other sources.

UNIT – III : Clubbing Provisions and Deductions

Clubbing Provisions; Set-off and carry forward of losses; Deductions from GTI under Chapter – VI for Individuals and Firms; ; Rebates and Relief

UNIT – IV : Computation of Total Income, Tax Liability and Tax Planning

Computation of Total income for individuals and firms; Computation of Tax liability for individuals and firms; Tax avoidance and Tax evasion; Tax Planning for Income from Salary and Income from House Property

UNIT – V : Appeals and Revisions and Income-Tax Authorities

Appeals, Returns, Penalties and Prosecutions; Tax authorities: CBDT, Director General/Director, CIT, Commissioners (Appeals), Joint Commissioners, ITOs and Inspectors of Income Tax

Books (Latest Edition):

- *Ahuja, Girish & Gupta, Ravi, Systematic approach to Income Tax, Sahitya Bhawan Agra.*
- *Chandra, Mahesh, & Shukla, DC, Income Tax Law & Practice, Pragati Publications, New Delhi.*
- *Mehrotra, HC, Income Tax Law & Accounts; Sahitya Bhawan, Agra.*
- *Pagare, Dinker, Income Tax Law & Practice, Sultan Chand & Sons, New Delhi.*
- *Singhania, VK, Students' Guide to Income Tax, Taxmann, New Delhi.*

B - MANAGEMENT GROUP

BC – 304: MARKETING MANAGEMENT

Objective: *To acquaint the students with the basics principles of marketing management.*

UNIT – I: Introduction

Definitions, Concepts, Nature and Scope of Marketing, Marketing Environment, Marketing Mix, Marketing Management Process.

Consumer and Business Market Management, Concepts and Types of Buyer's / Consumer Behaviour, Decision Making Process, Delivery of Customer Values.

UNIT – II: Market & Product

Market Planning: Concepts, Importance & Basis of Market Segmentation and Differentiation, Target Market selection and Positioning Concepts;

Product Management: Product – Meaning, Importance, Classification, Attributes and Features; New Product Development, Product Line, Product Life-Cycle - Concept and Stages, Product Mix, Branding, Packaging and Labelling.

UNIT – III: Pricing & Promotion

Pricing: Objectives, Significance, Policies & Types of Pricing, Influencing Factors, Process of Price Setting, Geographical Pricing, Product Line Pricing, Discounts, Rebates & Offers, Price Change and Approaches.

Promotion: Meaning, Nature, Importance; Domestic *Vs* Global; Promotion Mix: Advertising, Sales Promotion, Personal Selling, Public Relations.

UNIT – IV: Distribution & Retailing

Distribution – Meaning, Importance and Channels of Distribution, Wholesaling & Retailing, Factors Affecting choice of distribution channel, Market Logistics and Channel Communication.

Retailing – Meaning, Functions, and Significance; Selection of Location, Super Market, Store / Non-store based Retailing, Chain stores, Speciality stores, Retail Vending Machines, Mail Order Houses, Retail Cooperatives, Changing Dimensions of Retail Operations.

UNIT – V: Contemporary Issues in Marketing Manageme nt

Rural Marketing – Concept and Importance, Rural Marketing *Vs.* Agricultural Marketing, Marketing Ethics, Online Marketing, Social Marketing, Relationship Marketing, Green Marketing, Sustainable Marketing and Interactive Marketing, Use of Technology in Marketing.

Books (Latest Edition)*:*

- *Czinkota, Marketing Management, Cengage, New Delhi.*
- *Kotler, & Keller, Marketing Management, PHI, New Delhi.*
- *Kotler, P, & Armstrong, G, Principles of Marketing, PHI, New Delhi.*
- *Kumar, Arun, Marketing Management, Vikas Publishing House, New Delhi.*
- *Kurtz, Principles of Marketing, Cengage, New Delhi.*
- *Lal et al, Marketing Management, Tata McGraw Hill, New Delhi.*
- *Lamb, Introduction to Marketing, Cengsge, New Delhi.*
- *McCarthy, JE, Basic Marketing - A Managerial Approach, McGraw Hill, New York.*

BC – 404: HUMAN RESOURCE MANAGEMENT

Objective: *To acquaint the students with the basic principles of human resource management.*

UNIT – I: Introduction

Human Resource Management (HRM) – Concepts, Relevance and Functions, Human Resource as an Asset and / or Liability; Human Resource Development (HRD) – Concept & Evolution, HRM *Vs.* HRD; Organisation of HR Department, Skills of HR manager.

UNIT – II: Recruitment & Selection

HR Planning, quantitative & qualitative dimension; job analysis, job description & job specification; Recruitment – concept & sources, Process & methods.

Selection – concept & process, different modes of selection, test and interview, Induction and Placement.

UNIT – III: Training & Development

Training and development – concept & importance; identifying training & development needs, designing training programmes, evaluating training effectiveness, training process outsourcing, management development systems, career path and development.

UNIT – IV: Performance Appraisal and Compensation

Performance appraisal system, nature and objectives, techniques of performance appraisal, job changes – rotation, transfers and promotions.

Compensation – concept, policies & administration; job evaluation; methods of wage payments & incentive plans; fringe benefits, performance linked compensation.

UNIT – V: HRM Issues & Challenges

Employee Health & Safety, Employee Welfare, Social Security, Grievance Handling and Redressal; Quality of Work Life.

HR Information System, Downsizing, Voluntary Retirement Scheme (VRS), Retrenchment, Employee Empowerment.

Books (Latest Edition)*:*

- *Ashwasthapa, Human Resource Management, Tata McGraw Hill, New Delhi.*
- *Flippo, Edwin B, Personnel Management, McGraw Hill, Tokyo.*
- *Memoria, & Gankar, Personnel Management: Text & Cases, Himalaya Publishing House, Mumbai.*
- *Monappa, & Mirza, Personnel Management, Tata McGraw Hill, New Delhi.*
- *Pattanayak, Human Resource Management, PHI, New Delhi.*
- *Subba, Rao, Essentials of Human Resource Management & Industrial Relations, Himalaya Publishing House, Mumbai.*
- *Venkataratnam, Personnel Management & Human Resource, Tata McGraw Hill, New Delhi.*
- *Werner, Human Resource Development: Foundation, Framework & Application, Cengage, New Delhi.*

BC – 504: SERVICE MANAGEMENT

Objective: *to develop the understanding of the service and its management.*

UNIT – I: Introduction

Evolution of Service Sector, Definition, Concept, Nature and Characteristics of Services, Role, Importance and Types of Services, 7Ps of Services, Ethics in services.

UNIT – II: **Service Operations and Processes**

Job Design, Safety and Physical Environment, Automation in services, Operation standard and work measurement, Service Blueprinting, Service Process, Service Process Matrix, Service Guarantee, Managing Waiting line

UNIT – III: **Service Marketing**

Service Encounter; Segmentation, Targeting and Positioning for services; Forecasting service demand; Service Product, New Service Development, Service Life Cycle, Branding; Positioning and Pricing of services; Service Promotion

UNIT – IV: **Service Delivery**

Dynamics of service delivery system, Scheduling for services personnel and vehicles, Service Channel Process, Service Quality and Dimensions, Service Quality Models, Response Time, Services through Intermediaries; Managing Service Scape and Physical Evidence; Managing Service Failure and Recovery

UNIT – V: **Contemporary issues in Service Management**

Global Services and Internationalization of Services, Use of Technology in Services, Information Technology Enabled Services, Managing Service Profit Chain, Service Outsourcing, Affiliate Marketing and Social Media, Emerging Services in India.

Books (Latest Edition):

- *Jauhari, Vinni & Dutta, Kirti, Services – Marketing , Operations & Management, Oxford University Press, New Delhi.*
- *Kadampully, Services Management, Pearson – India, N ew Delhi.*
- *Haksever, Render, Russell, & Murdick, Service Management & Operations, Pearson – India, New Delhi.*
- *Zeithal, Valarie A, & Bitner, Mary Jo, Service Marketing, McGraw Hill International Edition.*
- *Fitzsimmons & Fitzsimmons, Service Management, Tata McGraw Hill, New Delhi.*
- *Glynn & Barnes (eds), Understanding Services Management, PHI, New Delhi.*

BC – 604: SMALL ENTERPRISE MANAGEMENT

Objective: *To provide the students with concepts and skills in the areas of functional management in a small enterprise.*

UNIT - I: Financial Management

Financial Management Functions, Sources of financing- short term and long term, Cost of capital and Capital structure, Operating and Financial leverages, Working capital-concept and determination of working capital need, Management of working capital-Cash, Debtors and Creditors, Financial planning for growth - Venture capital

UNIT - II: Human Resource Management

Management Functions and Principles, Decision Making , Concepts Significance of Human Resources, Orgnisational Structure, Recruitment and Selection, Training and Development and Team building, Career Planning, Performance Appraisal and Promotion, Wage and Salary Administration, Work Motivating and Incentive Schemes, Laws relating to Factory and Industrial Relation, Laws relating to contract.

UNIT - III: Production

Nature and scope of production management, Production process analysis, Production planning and control, Plant location and layout, Plant maintenance, Methods improvement and work simplification, Work measurement and production standards, Quality control, Economic Batch quantity, Material management – Purchase, Store and issue control.

UNIT - IV: Marketing Management

Marking management – Concept; Functions and Significance, Understanding market and consumer behaviour, Demand and Sales forecasting, Market segmentation, Product concept, Policy and strategy, Product life cycle -strategic implications, Price Management, Advertisement and Sales Promotion, Marketing channel distribution management, Management of Sales Force, Marketing of Services, Franchising and Retail marketing, e marketing.

UNIT - V: Management of Accounts

Need for recording transactions immediately, Basic Principles Accounting, Books of Accounts, Cash book maintenance, Preparation of Profit & Loss Accounts and Balance Sheet, Reading Balance Sheets, Accounting Ratios and their interpretation.

Books (Latest Edition)*:*

- *Desai, Vasant, Small Organisation & Management, Himalaya Publishing House, Mumbai.*
- *Gupta, & Radhaswami, Financial Accounting, Sultan Chand & Sons, New Delhi.*
- *Kapoor, ND, Business Laws, Sultan Chand, New Delhi.*
- *Khanka, SS, Entrepreneurial Development, S. Chand & Co., New Delhi.*
- *Kotler, & Armstrong, Principles of Marketing, PHI, New Delhi.*
- *Longenecker, Managing Small Business, Cengage, New Delhi.*
- *Pandey, IM, Financial Management, Vikas Publishing House, New Delhi.*

C - BANKING & INSURANCE GROUP

BC – 305: FUNDAMENTALS OF BANKING

Objective: *To give a general idea about the nature, growth, development of banking and insurance business in India and expose to their fundamental principles*

UNIT - I: Introduction

Definition of Banking, Types of Banks, Structure and Oorganisation of Indian banks; Functions of Commercial Banks in India; Functions of Co-operative banking in India; Growth and Development of Indian Banking System; Issues and Challenges in Indian Banking

UNIT - II: Banking Theories

Banking theories: Commercial Loan, Shiftability and Anticipate Income; Credit Creation Process; Relationship between Banker and Customer: Definition of Banker and Customer, General and Special relationship; Special Types of Customer; Minors, Lunatics, Drunkard, Married women, Joint Accounts, Partnership, Institutions and Associations.

UNIT - III: Law and Procedures Governing Banking Instruments

Negotiable Instruments - Characteristics; Delivery, Crossing and Endorsement and Material Alteration in Cheques; Payment and Collection of Cheques; Rights and Duties of and Protection to the Paying and Collecting Bankers; Clearing House Operations, Frauds and their Preventions.

UNIT - IV: Reforms in Banking

Overview of Banking Sector Reforms; Narashimham Committee I and II - Recommendations and Implementations; Basel Recommendations and its implementation; Computerisation, Disinvestment, Mergers and Acquisitions in Banks

UNIT - V: Regulations in Banking

RBI Act, 1935 - Scope, and Application; Banking Regulation Act, 1949 - Scope, Application and Provisions with regard to Business of Banking Companies.

Books (Latest Editions):

- *Indian Institute of Banking & Finance, Legal & Regulatory Aspects of Banking, McMillan, New Delhi.*
- *Khubchandani, Practice & Law of Banking, Macmillan, New Delhi.*
- *Kothari, & Bahl, Principles & Practice of Insurance, Sahitya Bhavan, Agra.*
- *Maheswari, & Maheswari, Banking Law & Practice, Kalyani Publishers, New Delhi*
- *Panandikar, & Mithani, Banking in India, Orient Longman, New Delhi.*
- *Sekhar, & Seshar, Banking Theory & Practice, Vikas, New Delhi.*
- *Srivastava, & Nigam, Management of Financial Institutions, Himalaya Publishing House, New Delhi.*
- *Srivastava, PK, Banking Theory & Practice, HPH, New Delhi.*
- *Suresh, & Paul, Management of Banking & Financial Services, Pearson, New Delhi.*

BC – 405: FUNDAMENTALS OF INSURANCE

Objective: *To give a general idea about the nature, growth, development of banking and insurance business in India and expose to their fundamental principles*

UNIT – I: Introduction

Insurance: Concept, Origin, Development and its Role and Importance; Types of Insurance and Functions of Insurance; Insurance as a Risk Management Tool; Growth and Development of Insurance in India.

UNIT – II: Insurance Theories

Contract of Insurance, Basic Legal Concepts, Terms of Insurance Contracts, Insurance Documents; Principles of Contract and its Applicability to the Valid Insurance Contract: Principles of Co-operation, Principle of Probability, Principles of Utmost Good Faith and Insurable Interest, Principles of Indemnity, Proximate Cause, Subrogation, Contribution and Sharing and Warranty.

UNIT – III: Insurance Agency and Surveyorship

Definition of an Agent; Procedure for becoming Agent, Qualification for obtaining a Licence, Cancellation of Licences, Revocation or Suspension / Termination; Function of an Agent: Proposal collection, Policy maintenance and claim settlement; Agents Regulations, Agent's Compensation, Code of Conduct, Unfair practices.

Role of Surveyors and Loss Assessors, Procedure for Becoming Surveyor, Licensing Procedure, Code of Conduct.

UNIT – IV: Insurance Policies

Life Insurance: Definition, Features, Kinds of Policies: Whole Life, Endowment, Term, Annuity, Group Insurance; Fire Insurance: Meaning, Characteristics, and Scope, Physical and Moral Hazards in Fire Insurance, Kinds of Policies and Policy Conditions; Marine Insurance: Meaning and Scope, Marine Perils, Types of Marine Losses, Types of Policies and Policy Conditions; Miscellaneous Insurance: Motor, Burglary, Accident, Liability, Aviation, Rural / Social insurance, Micro Insurance.

UNIT – V: Insurance Legislations

History of Insurance legislation in India; Salient Features of -

a) Insurance Act, 1938,
b) Life Insurance Act, 1956,
c) Marine Insurance Act, 1963,
d) IRDA Act, 1999, and
e) Ombudsman Scheme (Redressal of Public Grievances Rules, 1998).

Books (Latest Editions):

- *Indian Institute of Banking & Finance (IIBF), Insurance Products, Taxman, New Delhi.*
- *Khubchandani, Practice & Law of Banking, Macmillan, New Delhi.*
- *Kothari & Bahl, Principles & Practice of Insurance, Sahitya Bhavan, Agra.*
- *Misra, MN, Insurance Principles & Practices, S Chand & Co, New Delhi.*
- *Periasami, P, Principles & Practice of Insurance, Himalaya Publishing House, New Delhi.*
- *Tripathy & Pal, Insurance – Theory & Practice, PHI, New Delhi.*

BC – 505: BANK MANAGEMENT

Objective: *To expose students to the different aspects of bank management and their techniques.*

UNIT – I: Introduction

Indian Banking System: Structure and Organisation of Banks, Regulations regarding Bank Management in Banking Regulation Act, 1949; RBI Regulations and Statutory Norms; Corporate Governance in Banks.

UNIT – II: Management in Banks

Different Functional areas of Bank Management; Financial Management - Scope and Nature; Personnel Management - Manpower Planning, Recruitment, Training and Promotions in Banks, Board of Directors and its composition; Performance Budgeting.

UNIT – III: Fund Mobilisation

Sources of Fund: Factors affecting Fund Mobilisation, Types of Deposit and their relevance, Deposit mobilisation; Share Capital and Other Sources, Capital Adequacy Ratio: Meaning and Importance.

UNIT – IV: Fund Deployment

Statutory Requirements for different Sectoral Loans - Principles of Sound Lending, Loan Agreements, Types of Advances, and Types of Security against Loans and Advances; Loan Recovery - NPA in Banks - Causes and Remedies; Investment: Types and Norms - Liquidity *vs.* Profitability.

UNIT – V: Risk Management

Types of Risk, Sources of Risk, Credit Risk: Meaning, Sources and Simple Measurement Techniques, Market Risk: Meaning, Sources and Simple Measurement Techniques, Operational Risk: Meaning, Sources and Simple Measurement Techniques.

Books (Latest Editions):

- *Bhattacharya, KM, Risk Management in Indian Banks, Himalaya Publishing House, New Delhi.*
- *Desai, V, Bank Management, Himalaya Publishing House, New Delhi.*
- *Indian Institute of Banking & Finance, Bank Financial Management, Taxmann, New Delhi.*
- *Indian Institute of Banking & Finance, Legal & Regulatory Aspects of Banking, MacMillan, New Delhi.*
- *Khanna, PK, Management of Banks, Himalaya Publishing House, New Delhi.*
- *Khubchandani, Practice & Law of Banking, Macmillan, New Delhi.*
- *MacDonald & Koch, Bank Management, Thomson, New Delhi.*
- *MacDonald, Management of Banking, Cengage, New Delhi.*
- *Panandikar, & Mithani, Banking in India, Orient Longman, New Delhi.*
- *Srivastava, & Nigam, Management of Financial Institutions, Himalaya Publishing House, New Delhi.*
- *Suresh, & Paul, Management of Banking & Financial Services, Pearson, New Delhi.*

BC – 605: INSURANCE MANAGEMENT

Objective: *To expose students to the different aspects of basic insurance management principles.*

UNIT – I: Introduction

Indian Insurance Industry: Structure, Growth and Development of Insurance Organisations in India; Functions of Insurance Organisations; Insurance and Economic Development.

UNIT – II: Principles of Actuarial science

General Understanding to Mortality Tables and Construction of Mortality Tables; Insurance Premium - General Considerations; Methods of Valuation, Data for Valuation; Computation of Premium, Benefits and Surrender Value; Special Reserves and Adjustments; Surplus and Distribution.

UNIT – III: Pricing, Underwriting and Settlement

Insurance Pricing: Marketing Concept, Marketing of Insurance Products, Distribution Channels; Reinsurance - Basic Concept; Underwriting Practice and Procedures, Types and Classification of Hazards; Settlement of Claims, its Procedures, different ways of Settlement of Claims,

UNIT – IV: Management of Funds and investment

Sources of Fund; Factors affecting Premium Collection; Share Capital and Other Sources; Investment: Types and Norms; Statutory Requirements for Investment in Different Sectors.

UNIT – V: Risk Management

Basic Concept of Risk, Classifications of Risks, and Process of Risk Management; Types of Risk in Insurance Business; Insurable Risk - Factors that limit the Insurability Risk; Insolvency Risk; Identification and Evaluation of Risk – Risk Analysis; Risk Control – Loss Prevention and its Importance; Risk Retention and its Importance.

Books (Latest Edition):

- *Gupta, PK, Insurance & Risk Management, Himalaya Publishing House, New Delhi.*
- *Harrington, & Niehaus, Risk Management & Insurance, TMG, New Delhi.*
- *Indian Institute of Banking & Finance, Insurance Products, Taxman, New Delhi*
- *Kothari, & Bahi, Principles & Practice of Insurance, Sahitya Bhavan, Agra.*
- *Kutty, SK, Managing Life Insurance, PHI, New Delhi*
- *Misra, MN, Insurance Principles & Practices, S Chand, New Delhi.*
- *Tripathy, & Pal, Insurance Theory & Practice, PHI, New Delhi.*
- *Vinayakam, Radhshyam, & Vasudevan, Insurance: Principles & Practice, S Chand & Co., New Delhi.*

D - MARKETING GROUP

BC – 304: MARKETING MANAGEMENT

Objective: *To acquaint the students with the basics principles of marketing management.*

UNIT – I: Introduction

Definitions, Concepts, Nature and Scope of Marketing, Marketing Environment, Marketing Mix, Marketing Management Process.

Consumer and Business Market Management, Concepts and Types of Buyer's / Consumer Behaviour, Decision Making Process, Delivery of Customer Values.

UNIT – II: Market & Product

Market Planning: Concepts, Importance & Basis of Market Segmentation and Differentiation, Target Market selection and Positioning Concepts;

Product Management: Product – Meaning, Importance, Classification, Attributes and Features; New Product Development, Product Line, Product Life-Cycle - Concept and Stages, Product Mix, Branding, Packaging and Labelling.

UNIT – III: Pricing & Promotion

Pricing: Objectives, Significance, Policies & Types of Pricing, Influencing Factors, Process of Price Setting, Geographical Pricing, Product Line Pricing, Discounts, Rebates & Offers, Price Change and Approaches.

Promotion: Meaning, Nature, Importance; Domestic *Vs.* Global; Promotion Mix: Advertising, Sales Promotion, Personal Selling, Public Relations.

UNIT – IV: Distribution & Retailing

Distribution – Meaning, Importance and Channels of Distribution, Wholesaling & Retailing, Factors Affecting choice of distribution channel, Market Logistics and Channel Communication.

Retailing – Meaning, Functions, and Significance; Selection of Location, Super Market, Store / Non-store based Retailing, Chain stores, Speciality stores, Retail Vending Machines, Mail Order Houses, Retail Cooperatives, Changing Dimensions of Retail Operations.

UNIT – V: Contemporary Issues in Marketing Manageme nt

Rural Marketing – Concept and Importance, Rural Marketing *Vs.* Agricultural Marketing, Marketing Ethics, Online Marketing, Social Marketing, Relationship Marketing, Green Marketing, Sustainable Marketing and Interactive Marketing, Use of Technology in Marketing.

Books **(Latest Edition)*:***

- *Czinkota, Marketing Management, Cengage, New Delhi.*
- *Kotler, & Keller, Marketing Management, PHI, New Delhi.*
- *Kotler, P, & Armstrong, G, Principles of Marketing, PHI, New Delhi.*
- *Kumar, Arun, Marketing Management, Vikas Publishing House, New Delhi.*
- *Kurtz, Principles of Marketing, Cengage, New Delhi.*
- *Lal et al, Marketing Management, Tata McGraw Hill, New Delhi.*
- *Lamb, Introduction to Marketing, Cengage, New Delhi.*

- *McCarthy, JE, Basic Marketing - A Managerial Approach, McGraw Hill, New York.*

BC – 406: SALES & ADVERTISEMENT MANAGEMENT

Objective: *To acquaint the students with the basics of Sales and advertisement management.*

UNIT – I: Sales Management

Objectives and Functions, Professional Selling Concepts.

Sales Presentation - Design and Delivery, Prospecting of Customers Sales Personnel - Administering the Recruitment, Selection, Training, Motivation and Control, Sales Evaluation and Compensation Plans.

UNIT – II: Sales Administration

Sales Quotas and Territories, Controlling Sales Effort - Channel Management, Sales information and Assessment of Distribution Management, Role of Market Logistics in Retail, Whole sale Services, Supply Chain Management, Franchising, e-commerce and e-retailing, Channel Conflict and Cooperation.

UNIT – III: Advertisement Management - I

Definition, Meaning & Functions of Advertisement, Planning and Campaigning of Advertising, AIDA Model, Ethical Issues and Creativity in Advertisement. Integrated Market Communication and Advertising. Setting Choice Criteria of Reach & Frequency.

UNIT – IV: Advertisement Management - II

Budgetary Considerations and Scheduling of Advertisements, Sourcing Ad Agencies, Advertisement and Media Strategy: Sponsorship, Celebrity Endorsement, Changing role of Media Vehicles: Independent and Integrated On-line and Off-line media tool kit, Brand Equity and Brand Extension, Media Research and Testing.

UNIT – V: Effectiveness and Contemporary Trends in Advertising

Effectiveness of Advertising: Media Planning and Selection, Media- mix, Message Design and Development, Creativity and Copywriting, Copy testing, Diagnosis and Ad Appeal.

Digital Communication, Social Networking, Interactive Communication tools - e-Bay, You Tube, My Space, Trip Advisor, Google, Flikr, Technorati.

Books (Latest Books):

- *Dasgupta, Yaswar, Sales Management: in the Indian perspective, PHI, New Delhi.*
- *Batra, Myers & Aaker, Advertising Management, PHI, New Delhi.*
- *Ingram, Sales Management: Analysis & Decision Making, Cengage, New Delhi.*
- *O'Guinn, Advertising & Integrated Brand Promotion, Cengage, New Delhi.*
- *Kotler & Armstrong, Principles of Marketing, PHI, New Delhi.*

BC – 506: RURAL & AGRICULTURAL MARKETING

Objective: *To help the students understand the importance of marketing in agriculture and the application of marketing tools so as to improve the rural economy.*

UNIT – I: Introduction

Marketing – Concept & Significance in Developing Economy, Marketing – its Challenges and Changing Role in Agriculture and Rural Economy, Market Reforms and Progressive Measures: Developing Competitive Market Infrastructure - Marketing Research and Information Networks - Institutional Credit - Virtual Serve.

UNIT – II: Rural and Agricultural Marketing

Meaning of Rural Market, Role and Importance, Regulated Market – Nature and Significance, Legislation on Agriculture Marketing: APMC Act, Professional Private Market Yards, Direct Purchasing Centres, Farmer's and Consumer Markets, Promotion of Public Private Partnership (PPP) in Marketing Management.

UNIT – III: Cooperative Societies and Competitive A gricultural Markets

Cooperative Societies, Direct Marketing, Contracting Farming: Role & Structure, Agri-business Strategies: Community Internet Access, Context Appropriate Business Modals: e-choupal, Rural Bazar, Rythu Market; Contribution of FMCGs: LG, HUL, ITC, Nestle India, EID Parry, Marico; Rural Market Communication: Folk Media, Word-of-Mouth, Open Theatre - Video Projector - Kiosks, Digital Inclusion.

UNIT – IV: Storage, Warehousing, Pricing and Distri bution

Storage and Warehousing facilities for Agricultural Products, Functions of State and Central Warehousing Corporations, ICT Services: AGRISNET – AGMARKNET, India Agriline, Price-risk Management of Agricultural Products, Distribution Channels for Agricultural Products: Wholesaling, Retailing.

UNIT – V: Commodity Marketing

Dairy Marketing, Grain Marketing, Live Stock Marketing, Marketing of Processed Food, Recent Developments in Agricultural Marketing in India.

Books (Latest Edition)*:*

- *Dantwala, ML, et.al, Indian Agricultural Development Since Independence, Oxford & IBH, New Delhi.*
- *Kohls, Richard L, Marketing of Agricultural Products, PHI, New Delhi. India,*
- *Krishnamacharyulu, & Ramkrishnan, Rural Marketing – Text & Cases, Pearson - India, New Delhi.*
- *Memoria, CB, Principles & Practice of Marketing in India, Himalaya Publishing House, Mumbai.*

BC – 606: SERVICES MARKETING

Objective: *To familiarise the students with different services and prepare them with requisite skills to manage.*

UNIT – I: Introduction

Understanding Services Phenomenon; Growth of Services Sector; Role of services in Economy; Concept, Characteristics and Classification of services; Marketing Mix in Service Marketing; Customer behaviour in Service Settings; Targeting Customers, Managing Relationships and building Loyalty

UNIT – II : Planning & Managing Service Delivery

Creating delivery systems, Cyberspace and time; Enhancing Value by Improving Quality and Productivity; Balancing Demand & Capacity; Managing customers reservations & waiting lists.

UNIT – III: Tourism and Travel Services

Tourism Marketing: Concept, Nature, Significance and Impact of Tourism; Market Segmentation, Marketing Mix

Hotel Industry: Evolution; Types of hotels; Hotel services; The Guest Cycle, Market Segmentation, Marketing Mix

Travel Services: Role of Travel Agencies; Tour Operations and Tour Operators.

UNIT – IV: Marketing of Banking & insurance services

Marketing of Insurance Services; Life Insurance – Whole life, Term Insurance, Endowment insurance, survivorship insurance; General insurance – Marine, Fire, Building and Motor insurances; Miscellaneous Insurance – Personal accident, Burglary & theft, Fidelity guarantee, Mediclaim

Marketing of Banking Services: Bank Marketing, Market Segmentation, Marketing Mix, Banking Services in India,

UNIT – V: Marketing of Financial services

Housing & Financial Intermediaries – Housing finance - issues, supply constraints, policy perspectives; Institutional links and private sector initiatives (Indian context);

Mutual Funds Marketing – Concept and scope of MF; Market evolution; Types of mutual fund services, Elements of MF marketing; Product design, pricing, promotion and distribution; customer service

Books (Latest Books):

- *Shanker, R, Services Marketing – The Indian Perspec tive, Excel Books, New Delhi.*
- *Lovelock, Christopher, Services Marketing – People, Technology, & Strategy, Pearson Education, New Delhi,*
- *Shajahan, S, Service Marketing - Concept, Practices & Cases, Himalaya Publishing House, Mumbai.*
- *Venugopal, Vasanthi & Raghu, Services Marketing, Himalaya Publishing House, Mumbai.*
- *Hoffman, Marketing of Services, Cengage, New Delhi.*

Instructions to Paper-setters

The students would be asked to attempt five questions carrying 20 marks each. However, they would be provided internal choice within each unit. Paper setters should ensure that the entire syllabus is systematically unitized for which every unit carries 20 marks weightage. While setting questions, the paper setters are required to give appropriate importance to every unit besides taking note of an objective of the paper concerned. In case of numerical papers, besides proper balancing between theory and numerical questions, the orientation of questions should be testing conceptual clarity rather than testing the ability of students to resolve complexity.